



THE UNIVERSITY OF
NEWCASTLE
AUSTRALIA

Annual Report 2014

No.1 University in Australia under 50 years of age

newcastle.edu.au

Cover image

Dr Aaron Wong and DARwIn-OP. Companion robot development is a key research focus of the University of Newcastle's Robotics Laboratory, which combines a multidisciplinary approach and collaboration with industry to deliver cutting-edge technologies. A recent major advancement has produced a robot which can connect with a human user based on shared emotional experiences. The robot scans and interprets features of the surrounding environment, including colour, facial expression and fractal dimension, to identify how comfortable the user feels. Project Leader Dr Aaron Wong believes that companion robots like DARwIn-OP could potentially ease increasing pressure on the healthcare system by taking on a caring role, with wide-ranging benefits for the aged care sector. **Our researchers are global leaders driving world-class innovation.**

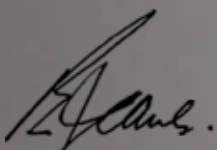
Report objectives

This Annual Report is a summary of the University of Newcastle's achievements in 2014 and financial position as at 31 December. It reviews our activities against the objectives of our strategic plan, compares performance against previous years and outlines priorities for 2015.

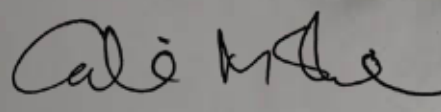
Letter of submission

30 April 2015

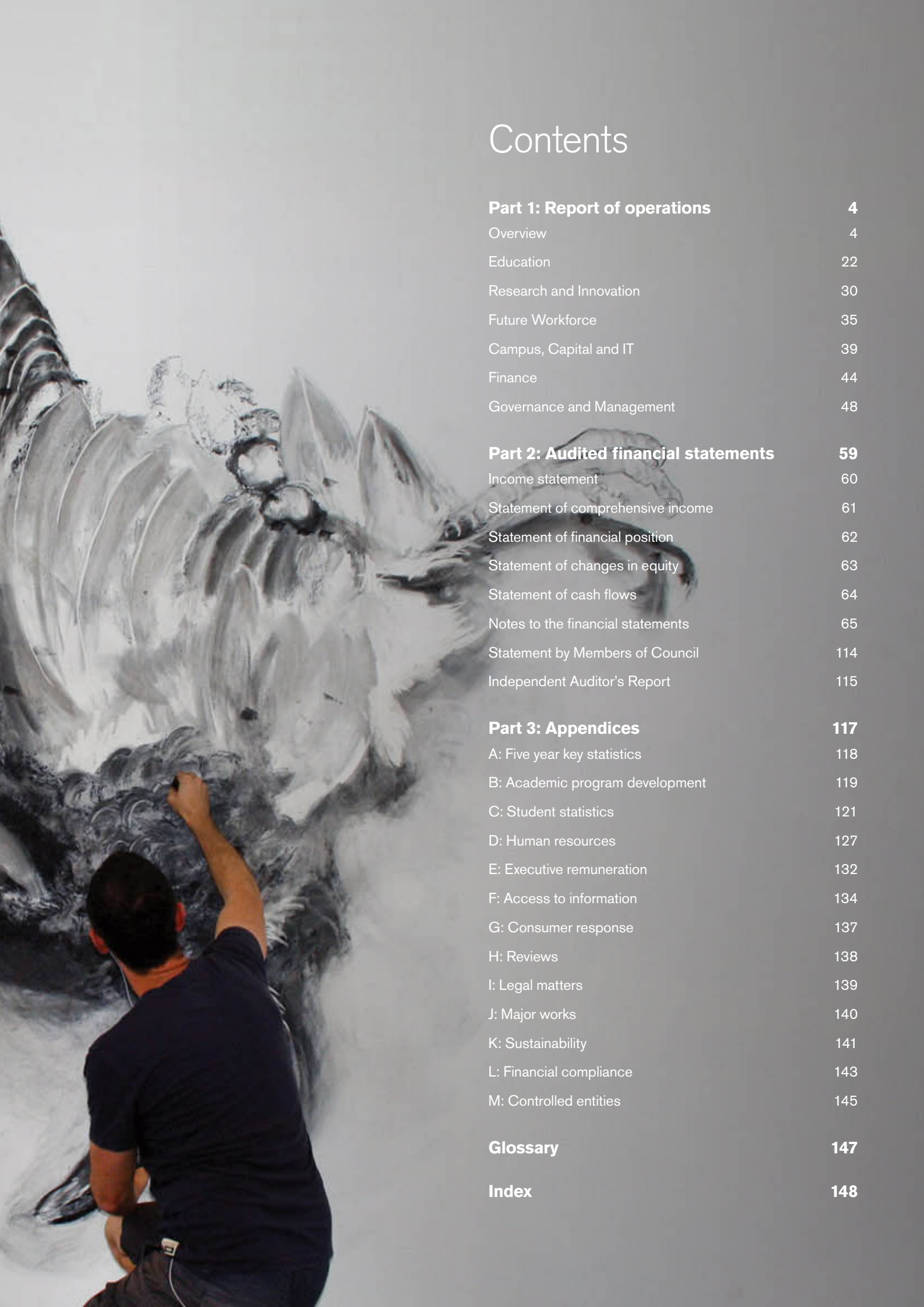
On behalf of the Council of the University of Newcastle, we have the honour of submitting our Annual Report to you for presentation to Parliament, following a resolution of the members of the Council of the University of Newcastle on 30 March 2015. The Annual Report and the audited Financial Statements have been prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984*.



Mr P.E. (Paul) Jeans
Chancellor



Professor Caroline McMillen
Vice-Chancellor and President

A person is seen from behind, wearing a dark t-shirt, painting a large, detailed mural of a whale on a light-colored wall. The whale is depicted in a dynamic, swimming pose, with its tail and dorsal fin visible. The person's arm is raised, holding a paintbrush, and they are focused on the artwork.

Contents

Part 1: Report of operations	4
Overview	4
Education	22
Research and Innovation	30
Future Workforce	35
Campus, Capital and IT	39
Finance	44
Governance and Management	48
Part 2: Audited financial statements	59
Income statement	60
Statement of comprehensive income	61
Statement of financial position	62
Statement of changes in equity	63
Statement of cash flows	64
Notes to the financial statements	65
Statement by Members of Council	114
Independent Auditor's Report	115
Part 3: Appendices	117
A: Five year key statistics	118
B: Academic program development	119
C: Student statistics	121
D: Human resources	127
E: Executive remuneration	132
F: Access to information	134
G: Consumer response	137
H: Reviews	138
I: Legal matters	139
J: Major works	140
K: Sustainability	141
L: Financial compliance	143
M: Controlled entities	145
Glossary	147
Index	148

Review of operations: overview

Who we are and what we do

As the University of Newcastle approaches the milestone of its 50th anniversary, the core values underpinning our success also define our aspirations: equity and excellence in higher education, delivering innovation and impact across our regions and around the world.

Since 1965 the University has built a legacy of student participation and success that has realised these values. Today we enrol students from all parts of our community and provide access to education to those who have the ability and determination to succeed, regardless of their circumstances. Our Indigenous student population is one of the largest in Australia, and our proportion of students from low socio-economic environments is almost double the sector average. Talented people from all backgrounds are welcomed, and our comprehensive program of preparation and support means they are equipped with the tools required to succeed.

Across our five faculties the University's program offering has grown to more than 240 undergraduate and postgraduate degrees that are structured in order to develop graduates capable of making their mark in the workplace from day one. We have created and sustained a pipeline of skilled and enterprising employees for the Hunter, Central Coast and Mid-North Coast of NSW, a key factor in these regions' ongoing transitions to more diversified knowledge economies. Our presence in Sydney and in Singapore facilitate the University's engagement with two of the world's most dynamic innovation hubs.

Our focus on producing high-quality graduates who succeed in the workplace means that 95 per cent of our programs contain Work Integrated Learning components, enriching the experience of our students and preparing them to be active and productive members of the workforce. Attracted by our reputation for excellence, students from more than 100 countries choose the University of Newcastle and bring valuable international perspectives to our learning environment, creating a global network of significant depth and reach for the institution and its graduates.

A key part of our global reputation and regional contribution is the world-class research and innovation that distinguishes the University internationally and helps to power our regional economy. Our flagship research hubs, the Newcastle Institute for Energy and Resources and the Hunter Medical Research Institute, nurture world-class discoveries that, through translation deliver innovation, and have 'real world' impact.

Our unique character is shaped by both our history and our mission: a non-metropolitan and research-intensive university ranked among the world's best; deeply engaged with its regional communities while delivering innovation with global impact; providing the highest quality education and research, and driven by the vitality and confidence of a contemporary university. We aspire to global leadership in the areas in which we are strong, and to engaging with partners to deliver world-class innovation and to build strong regional communities.

Our values

Engagement

Our staff, students and alumni are a resource for our whole community. We are partners and collaborators in world-class research, teaching and learning, and our skilled graduates contribute to our regions, Australia and the world.

Equity and social justice

We provide opportunities for people with ability, regardless of their background and experiences. We lead in providing education for Indigenous Australians.

Excellence

We deliver the highest quality in everything we do and benchmark ourselves against the world's best.

Innovation

We challenge standard practice and received wisdom. We are world leaders in generating new knowledge and translating innovative ideas into real benefits to society.

Integrity

We are open, ethical, rigorous and committed to the highest standards in academic enquiry. We are champions of academic freedom and professional responsibility.

Sustainability

We are leaders in environmental sustainability. We make a significant contribution to the economic, social and environmental capacity of our communities.

Rankings



No.1

UNIVERSITY IN AUSTRALIA
UNDER 50 YEARS OF AGE¹



5 Stars

IN HOBSON'S GOOD
UNIVERSITIES GUIDE²



TOP 300

UNIVERSITIES IN
THE WORLD³



12

DISCIPLINES RANKED IN THE
TOP 200 IN THE WORLD⁴



TOP 100

MOST INTERNATIONAL
UNIVERSITIES⁵



Equal 7th

IN AUSTRALIA FOR RESEARCH
'WELL ABOVE WORLD STANDARD'⁶

Sources

1. QS 'Top 50 under 50' 2014 and Times Higher Education 'Top 100 under 50'
2. Hobsons Good Universities Guide 2015 (socio-economic equity and generic skills)
3. QS World University Rankings 2014, Times Higher Education World University Rankings 2014
4. QS World University Rankings by Subject 2014
5. Times Higher Education '100 most international universities in the world' 2015
6. Excellence in Research Australia 2012



Chancellor's message

2014 was a year of considerable achievement for the University, in spite of a challenging external environment. As the months progressed and the uncertainty surrounding fee deregulation increased, the University of Newcastle was able to remain steadily on course to achieve our current strategy, at the same time making the necessary preparations for any possible changes to higher education funding.

It is a credit to the many talented and hard-working academics and professional staff who undertook the extra work required for University decision makers to confidently plan for two possible futures. As a result, the University is in a very strong position to continue to offer the world-class education and research it is known for, and to drive the development of strong regional economies across NSW, Australia and beyond.

Strong and stable finances

The financial result for 2014 reflects a surplus consistent with the University's long-term financial targets. Income growth remained steady at 3.3% despite the planned \$4.0m reduction in government contributions, and the University continues to maintain a strong asset base to support current

and future operations. This sound financial position provides a solid platform for the realisation of future strategic directions.

Delivering on our strategy

During the year the University delivered against each of the five plans outlined in *NeW Directions 2013–2015*. Various initiatives came to fruition, such as the launch of the Centre of Excellence for Equity in Higher Education, while others were consolidated, such as the continuing impressive work of our Research Clusters and Priority Research Centres.

It has been very pleasing to see a number of campus developments take shape. These targeted infrastructure investments provide the University with the scope to further enhance the learning experience of our 40,000 students. The NeW Space project will go even further, by also contributing to the revitalisation of the Newcastle CBD.

Importantly, the University's reputation continued to rise with further improvement in our international and national rankings.

Connecting with our communities

One of our greatest assets is our community and we continued our outstanding program of community outreach and engagement. Each year the University's staff and students volunteer around 25,000 hours in local and regional communities through a diverse range of projects. That



contribution does not end with graduation and our 125,000 alumni continue this mission in over 120 countries.

The impact of the inter-relationship of the University and our communities is also evident in a strong 'circle of giving', and our appreciation is extended to all individuals, families, community groups and corporate organisations who generously supported the University in 2014.

Partnering with industry

Throughout the year we continued to attract partners from around Australia and across the globe to the region to work with our top researchers. Growth in income from consultancies and contracts was strong and this ability to source additional external funding reflects our University's strong relationships with industry and business.

Such productive collaborations are essential if world-class research is to translate into outcomes that will change the lives of individuals, the productivity of industry and drive the economic and social wellbeing of our communities. We are committed to continue to expand this critically important work.

Looking forward

2014 marked the mid-way point in our *NeW Directions Strategic Plan 2013–2015* – a good point at which to reflect on what has been achieved so far against this short-term

plan, as well as look forward to how it will be expanded for 2016 and beyond. A Council strategic retreat mid-year was followed by executive management strategy workshops and we now have a clear view of our new plan, *NeW Futures 2016–2025*. It will allow the University to navigate the challenging higher education landscape with confidence, while continuing to drive innovation, and continuing to hold true to our deep commitment to providing access to education to those who have the ability and determination to succeed, regardless of their circumstances.

I express my deep gratitude to my University Council colleagues, our Vice-Chancellor and her executives, staff, students, alumni, partners and donors whose contributions have been so important to our University's ongoing success. I extend that sentiment to our committees whose ongoing support will be critically important to our future.

Council members as at 31 December 2014, left to right: Deputy Chancellor Ms Dianne Allan, Mr Bob Kennedy, Dr Ros Larkin, Mr Peter Cockbain, Ms Sharryn Brownlee, Chancellor Mr P.E. (Paul) Jeans, Conjoint Professor Geoff Lilliss, Mr Brian Kennaugh, Vice-Chancellor Professor Caroline McMillen, Ms Nerida Lithgow, Ms Deborah Wright, Professor Pablo Moscato, President of Academic Senate Professor Mark Jones, Mr Bhavi Ravindran, Dr Geoff Leonard.

Absent: Ms Michelle McPherson.

Further information about the role and responsibilities of Council, as well as attendance at meetings, can be found on p49.



Vice-Chancellor's message

2014 was a landmark year for the University of Newcastle, as we celebrated 25 years of teaching and research at our Central Coast campus and marked the 10 year anniversary of the first cohort of students at Port Macquarie. These milestones reflect many years of hard work by many staff to build successful collaborations and partnerships with communities, governments and TAFE, to support the delivery of high-quality education for our students across all of our regions.

Global leaders in our spheres of achievement

Our *NeW Directions Strategic Plan 2013–2015* articulated a clear vision that we would aspire to be a global leader in each of our spheres of achievement by 2025. In this context, it was great to see the University move up 41 places on the QS World Rankings to 257th and also to be ranked by both QS and the Times Higher Education as the top university in Australia and 19th in the world for the cohort of universities that are under 50 years old. Through 2014, our academic and professional staff also received many prestigious state, national and international awards and represented the University at the highest level in their academic and professional fields. The work of our staff was also recognised by our students who 'scored' us in the top 10 universities in

Australia for the quality of our teaching, and for the delivery of those 'generic skills' which are valued by employers, including good communication and teamwork skills. In 2014, we also made significant progress on the expansion and upgrade of a range of major student-focused projects, with early works commencing on the University's landmark \$95.0m NeW Space precinct in the Newcastle CBD and the completion of the new \$89.0m, 778-bed Student Accommodation precinct on the Callaghan campus.

We also strengthened our commitment to a global leadership role in equity through the establishment of the Centre of Excellence for Equity in Higher Education and the appointment of two Global Innovation Chairs as Co-Directors of the Centre. Our Indigenous education initiatives – led by the Wollotuka Institute – continue to attract attention worldwide, with the University proud to enrol one of the largest cohorts of Indigenous students nationwide. In this year's Annual Report we feature two of our outstanding Indigenous scholars, Jessica Buck and Nathan West, who have each been awarded prestigious competitive scholarships to undertake postgraduate studies in oncology and anthropology at the Universities of Oxford and Cambridge respectively.

During 2014 we continued our focus on workplace health and safety, with the Healthy UON initiative driving a whole-of-university approach to health and wellbeing, including the implementation of 'Smoke Free Campuses' at the University's Callaghan and Ourimbah campuses from July.



I was delighted to see that staff in the 2014 Your Voice survey reflected positively on the work that has been carried out on wellbeing and safety, with staff perceptions of wellness and the respectful and collaborative nature of our workplace increasing significantly.

We also achieved a major milestone in 2014 toward our *NeW Directions* aspiration to be a sector leader in gender equity, as one of only 11 universities to achieve a prestigious citation by the Workforce Gender Equality Agency as an Employer of Choice for Gender Equality.

Working with our partners to drive world-class innovation

A central feature of our *NeW Directions Strategic Plan* has been to leverage the quality of our research through active collaborations and partnerships with industry, business, government and our communities to drive world-class innovation and support the economic health and social cohesion of our regions. During 2014 we ranked in the top eight universities awarded National Health and Medical Research Council funding, and ranked in the top nine universities receiving competitive funding from the Australian Research Council. The University was also successful in securing one of only seven Australian Research Council Industrial Transformation Research Hubs in the area of Advanced Technologies for Australian Iron Ore, supporting collaborative research and the development of new technologies to meet industry needs. We also established the International Centre for Balanced

Land Use in partnership with the NSW Government to address issues of food and energy security, and economic, environmental and social balance.

In 2014, we began to realise the collaboration potential of our five research and innovation clusters – a key *NeW Directions* initiative – in driving interdisciplinary research and industry and community engagement in the strategic areas of Defence and Security, Food Innovation, Creative Industries, Global eHealth, and Aboriginal and Torres Strait Islander Research. In the health domain, ground breaking research on the use of the common cold virus as a cancer treatment has seen Viralytics, a partner company of Newcastle Innovation and HMRI, raise \$27.1m in investment capital worldwide to complete international trials.

As we approach our 50th anniversary, we look forward to building on our strong foundations to leverage our role as a global leader and our engagement with our great partners, alumni, and friends to ensure that together we make a real difference to the lives of our students and our communities across Australia and beyond.

Back row left to right: Professor Brett Ninness, Professor Richard Dunford, Professor Andrew Parfitt, Mr Nat McGregor, Professor John Germov, Laureate Professor John Aitken. Front row left to right: Professor Deborah Hodgson, Professor Eileen McLaughlin, Professor Caroline McMillen, Mrs Winnie Eley, Professor Liz Burd.

Absent: Professor Kevin Hall and Mr Paul Dunn.

For biographical information about the Executive Committee please refer p54.

Key statistics 2014

40,206

student enrolments

26,097

student load (EFTSL)

18,763

commencing enrolments

11,052

commencing load (EFTSL)

7,441

international enrolments

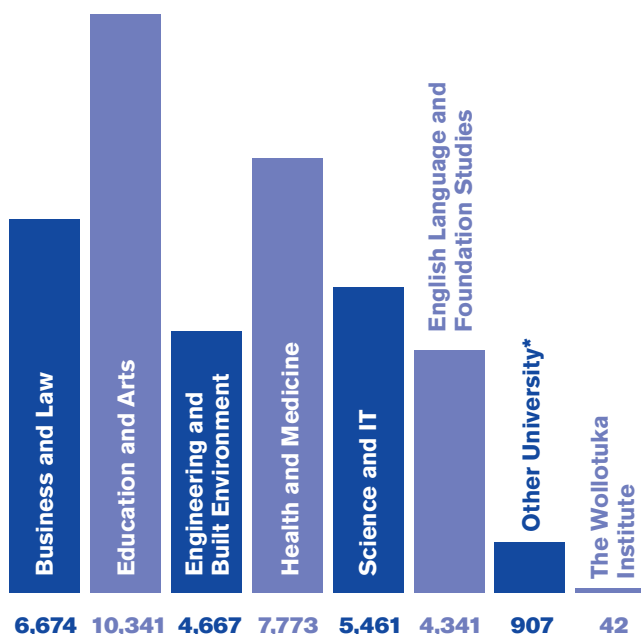
4,562

international load (EFTSL)

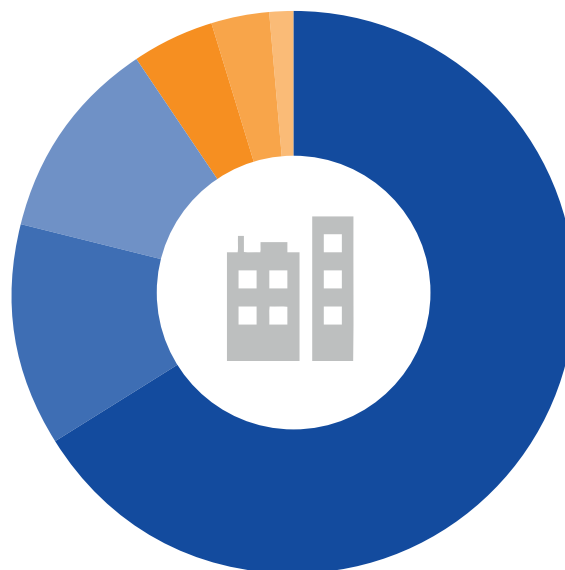
2,635

total staff FTE (excludes casuals)

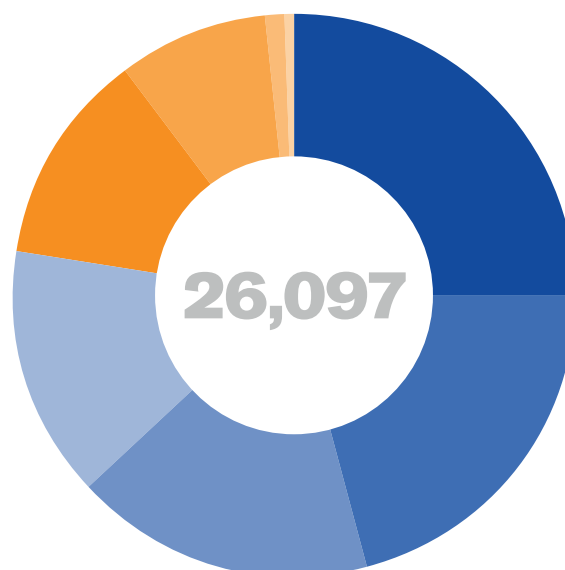
Student enrolments by faculty



Student enrolments by campus



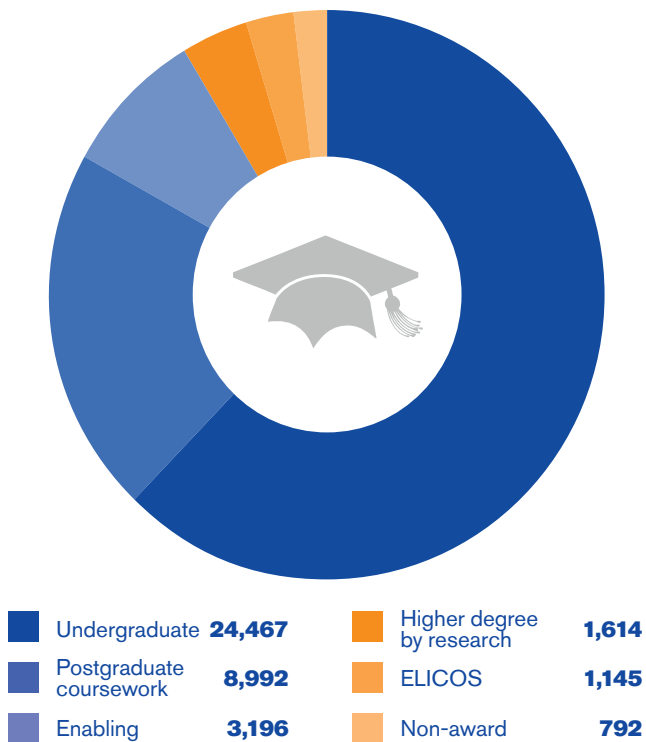
Student load (EFTSL) by Faculty



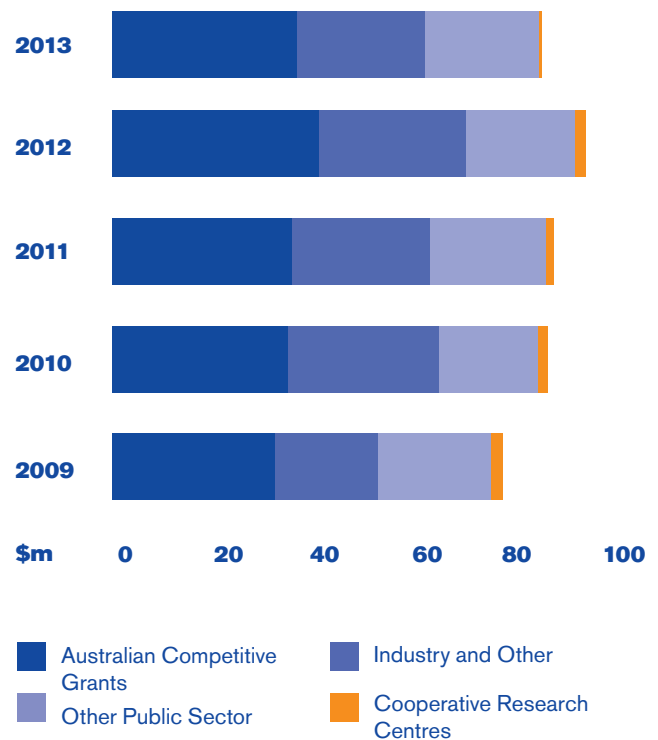
Education and Arts	6,520	Engineering and Built Environment	3,389
Health and Medicine	5,626	English Language and Foundation Studies	2,092
Business and Law	4,258	Other University*	381
Science and IT	3,804	The Wollotuka Institute	28

* Other University includes non-award studies, exchange and study abroad

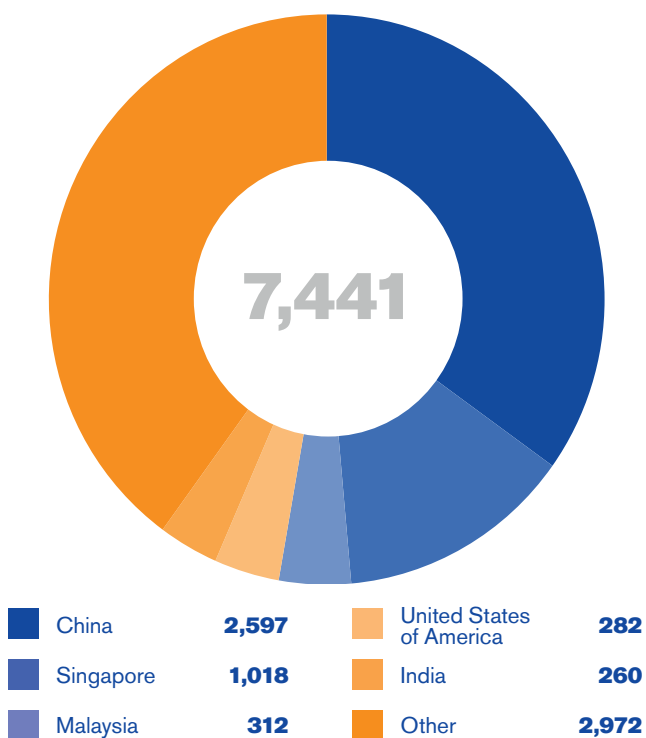
Student enrolments by program level



Research income 2009–2013



International enrolments by country



Fixed term and ongoing staff FTE


1,060
Academic


1,576
Professional and Teaching

Staff countries of origin



Sources MIS 27 February 2015 | Department of Education and Training Higher Education Staff Statistics
2013 Audited Higher Education Research Data collection return
Notes See Appendix A: Five year key statistics on p118

2014 – The year in review

- 2014 appointments to the ARC College of Experts announced: Professor Allyson Holbrook was appointed to the Social, Behavioural and Economic Sciences panel, while Professor Richard Middleton and Professor Mirka Miller were appointed to the Panel for Engineering, Mathematics and Informatics. They were joined later in the year by Associate Professor Ros Smith (Humanities and Creative Arts).
- Australia Day Honours were received by alumni, former staff and community members affiliated with the University including Phillip Ruthven, William Storer, Leisl Tesch, Dr Barbara Woodward, Dr Peter Wakeford, Gael Davies and Luke Marsden.
- Ten students from the Faculty of Science and IT took part in a Federal Government funded community outreach program in West Timor in conjunction with a partner Indonesian university, undertaking projects to provide basic sanitation for villagers.



- **Viralytics Limited, a partner company of Newcastle Innovation which commercialises technology developed by Associate Professor Darren Shafren, announced a capital raising of \$27.1m to complete international trials of an anti-cancer therapy which is potentially among the most significant immunotherapy drugs developed for the treatment of melanoma over the past decade.**

January



- **The growing importance of Indian cinema in Australia was explored in 'Bollywood and its Other(s)', an international film festival and conference hosted at the University which looked at opportunities for collaboration between both countries' film and TV industries.**
- Newcastle Law School's annual 'Law on the Beach' community legal clinic provided free legal advice to over 180 members of the Newcastle community, doubling the number of clients of 2013. Thirty-five law students participated in 'Law on the Beach', directly interviewing clients as part of their law degree.
- A top 50 ranking was achieved in the discipline of Civil and Structural Engineering, which was ranked 45th in the world in the QS World University Rankings. The disciplines of Geography and Linguistics were ranked in the top 100.
- We celebrated a decade of offering regional access to high-quality nursing, education and foundation studies programs with the 10th anniversary of the commencement of our Port Macquarie campus.

February

- The winning design was announced for NeW Space, our \$95.0m landmark education precinct in Newcastle's CBD which is jointly funded by the Australian Government through the Education Investment Fund, the New South Wales State Government through the Hunter Infrastructure and Investment Fund and the University of Newcastle.
- Harmony Week celebrated diversity across the University with a series of events enjoyed by students, staff and members of the community.



- **The Medical Sciences Building West was officially opened by the Federal Minister for Human Services, Senator Marise Payne. The purpose-built four-storey building includes wet and dry anatomy facilities, a 120 person teaching lab, a specimen museum and group study areas.**



- **The Daphne Keats Chair in Cross-Cultural Psychology was launched, supported by a donation by retired Professor Keats. As well as raising the international profile and reputation of the School and the Faculty, the Daphne Keats Chair will lead efforts to build a flagship program.**
- The Hunter becomes the first place in Australia to be accredited for a revolutionary diagnostic system targeting breast and ovarian cancer, allowing University researchers based at HMRI to process samples for up to 40 patients simultaneously and reduce data analysis from three hours to ten minutes.

March

- We celebrated 40 years of Open Foundation, which was first offered as a small pilot program by the Department of Community Programmes in 1974 with a quota of 80 students. Open Foundation is now the oldest and largest continuously operating enabling program in Australia, enrolling over 2,800 students each year.
- The Australian Academy of Science elected University mathematician Professor George Willis as a fellow, the most senior honour a scientist can receive in Australia, for his internationally recognised work and insights into locally compact groups and fundamental concepts such as the scale function and flatness.

April

- iLead was launched for students studying at our Sydney location, allowing them to participate in our extra-curricular Leadership Program which gives students the opportunity to gain experience and skills in the areas of leadership and international awareness.
- The first ever comprehensive text on the complete design cycle of nanopositioning systems, *Design Modelling and Control of Nanopositioning Systems*, is published with Future Fellow Associate Professor Andrew Fleming as a co-author.



- **Professor Philip Morgan's highly successful obesity prevention program, 'Healthy Dads, Healthy Kids' received the Excellence in Obesity Prevention Award from the World Health Organisation (WHO) Collaborating Centre for Obesity Prevention in Australia.**

- Professor Nick Talley received the highest honour for an educator in his field – the Distinguished Educator Award – from global peak body the American Gastroenterological Association, in recognition of his outstanding contributions over 30 years.

- Dr Jeff McGee of the Newcastle Law School is the most cited Australian author in the *United Nations Intergovernmental Panel on Climate Change's Fifth Assessment Report*, reflecting the important policy impact and reputation of his research.

May

- Professor Kevin Galvin received the 2014 Clunies Ross Award from the Australian Academy of Technological Sciences and Engineering in recognition of his Reflux Classifier technology, which has saved the resources industry billions through its advanced particle separation technology.

- Emeritus Professor John Hamilton and Conjoint Professor Robert Gibberd's paper 'The Quality in Australian Health Care Study' named as the most cited article in the 100 year history of the *Medical Journal of Australia*.

- Queen's Birthday Honours announced for Conjoint Professor Gregory Leigh, Emeritus Professor Anthony Smith, Adjunct Professor Robert Gordon Whittaker, Conjoint Professor Peter Joseph Fletcher, Conjoint Lecturer Dr Cameron Henderson, Conjoint Associate Professor Dr Tomas Kron and Conjoint Professor Warwick Giles.



- **Professor John Forbes AM recognised as one of the world's leading scientific researchers in clinical medicine, with the release of Thomson Reuters list of 'The World's Most Influential Scientific Minds' for 2014.**

June

- Over 60 schools participated in the 13th Annual ExperimentFest which provides help for HSC students to improve their skills and knowledge, using a hands on approach for selected advanced experiments and concepts as well as providing access to our state-of-the-art labs and equipment.

- Newcastle Business School Lecturer Dr Karen Tian received a prestigious Chinese National Science Grant to complete work with her collaborator, Associate Professor Yan Liu from Shu Zhou University, which will be used to investigate whistle blowing in Chinese businesses.

- High Court of Australia Chief Justice, the Honourable Robert French AC, delivered the 22nd Sir Ninian Stephan Lecture on 'The Practising of Law in a Global Neighbourhood'.
- A smoke-free campus was launched with strong support from the University community. Students were heavily involved in the consultation process, including significant endorsement from our on-campus student associations.
- PhD student Emma Beckett of the School of Environmental and Life Sciences was awarded the prestigious and highly competitive Adam J Berry Memorial Scholarship, which allowed her to travel to America to further her research into the molecular mechanisms that link diet and the genome and explain 'why you are what you eat'.
- Our Central Coast campus celebrated its milestone 25th anniversary at the commencement of Semester 2 with staff, students, campus partners, alumni and the community participating in a number of events.
- Echology, our acclaimed chamber choir, represented Australia at the Rhythms of One World International Choral Festival in Switzerland, and was selected as one of eight participating choirs to perform at the United Nations in Geneva.



- **The 'Immersion' cultural event was held for over 200 staff, students, and community. Hosted by the School of Creative Arts and the Wollotuka Institute, participants enjoyed an evening of songs, storytelling and performance.**

July

- **We hosted the Eastern University Games and over 3,200 university students from NSW, the ACT and New Zealand took part in 17 different sports over four days. We ended the tournament as overall Champions, claiming 10 pennants.**



August

- We received excellent results in the biannual 2014 Library Customer Satisfaction Survey, attaining a new overall high on the weighted index of 82.7 per cent and placing the University's Library service in the upper quartile for the sector.
- Professor Zsolt Balogh's research into post-injury multiple organ failure is profiled on ABC TV program 'Catalyst'.
- In an Australian-first, University of Newcastle nanotechnology researcher Professor Reza Moheimani was awarded the prestigious Nichols Medal at the 2014 International Federation of Automatic Control World Congress in Cape Town, South Africa. Also honoured at the Congress were Professor Brett Ninness and Dr Adrian Wills with an *Automatica* journal prize paper award.
- The inaugural 'Staff Giving Thank You Morning Tea' was held to recognise the generosity of our staff members and conjoints who support the University through philanthropic giving. Hosted by the Chancellor and Vice-Chancellor, staff heard first-hand from two scholarship recipients, Rowan Moses (Glen Avery Scholar) and Julia Gallagher (Shaping Futures Scholar), who told of the difference the scholarships had made to their lives.

- Our 'Create 2308' festival was awarded the 'Most Innovative Event' at the annual Campus Link Awards by the Australian Association of Campus Activities (AACA).
- The Royal Institute of British Architects awarded Professor Richard Leplastrier the 2015 RIBA International Fellowship.
- Invited for her innovative work regarding music's connection to sustainability and its role with community, Dr Catherine Grant participated in the Smithsonian Institute's 'Recovering Voices' initiative in Washington, alongside world-leading cultural heritage experts. Dr Grant was also awarded the Future Justice Medal later in 2014.

September

- Associate Professor David Lubans and Dr Tracy Burrows scoop two of the five categories in the Scopus Young Researcher of the Year Awards, while Associate Professor Daniel Quevedo was named runner-up in the Engineering and Technology section.
- Dr Richard Oloruntoba travelled to Germany to receive the DB Shenker Award, an annual international prize and one of the highest honours for logisticians. The award helps to fund research by young academics on the subjects of transport, logistics and traffic systems.
- Australia's leading Indigenous historian and Wollotuka Co-Director Professor John Maynard was honoured by his peers with his election as a Fellow of the esteemed Academy of Social Sciences in Australia.
- **20,000 people attended the Newcastle China Festival, organised by the Confucius Institute. The Institute continued to grow its outreach programs from strength to strength in 2014, with more than 400 members of the community enrolled in the 10 language and cultural courses offered during the year.**



- Newcastle Business School (Central Coast) was engaged by NSW Department of Trade and Investment to provide research and evaluation services to support the \$1.5m Smart Work Hub Pilot Program.
- The Library's *Voices of the Hunter* project received \$70,000 from Coal & Allied to develop the historical resources relating to the Hunter, and in particular the coalfield communities of the Maitland-Cessnock and Singleton regions. The project also involves oral history workshops with budding historians in local communities to increase their skills.

October

- Students from the University of Newcastle formed one of only three Australian teams who were chosen to compete in the inaugural Maritime RobotX Challenge in Singapore.
- *Citizen Emperor: Napoleon in Power 1799–1815* by Professor Philip Dwyer was shortlisted in the Prime Minister's Literary Awards.
- A \$113,000 McNair bequest was received for the upgrade and maintenance of the Don McNair Herbarium. The Herbarium houses over 12,000 plants donated by Dr McNair, who himself had also funded the establishment of a scholarship for students studying Biological Science, Environmental Science or Natural History Illustration.



- **PhD student Jaelea Skehan from the School of Medicine and Public Health was named in the Australian Financial Review's '100 Women of Influence' for her work promoting mental health and wellbeing.**

November

- Laureate Professor Jon Borwein was elected a Fellow of the American Mathematical Society for his contributions to nonsmooth analysis and classical analysis, as well as experimental mathematics and visualization of mathematics.
- Professor Nick Talley and Professor Behdad Moghtaderi were recognised for their significant contributions at the NSW Science and Engineering Awards, for Excellence in Biological Sciences and Renewable Energy Innovation respectively.
- Laureate Professor Rob Sanson-Fisher was awarded the inaugural Research Australia NSW Health Services Research Award for his significant contributions to the areas of health promotion, health service evaluation and chronic disease control.
- Tom Murphy – Visiting Fellow, former Mayor of Pittsburgh and leading urban design advocate – addressed a packed Newcastle City Hall on the subject of what we can do to make our cities liveable and workable.
- Two national awards and four citations received in the Office of Learning and Teaching Awards (see p25 for further details).
- Health clinician and researcher Nicole Turner was honoured at the 2014 NSW Aboriginal Health Awards for her work in encouraging nutritious eating, physical activity and healthy weight for Indigenous children in the Hunter New England Local Health District.
- **Master of Architecture graduate Sacha Parkinson received the NSW Architects Registration Board 2014 Architect's Medallion for her impressive portfolio of projects completed during her Masters degree.**



December



- **Final touches were made to the University's Celebrating 50 Plan, ready for launch in 2015, to mark the 50th anniversary of the founding of the University. Developed through an extensive consultation program with more than 200 representatives across industry, business, government, the community, staff, students and alumni, the Plan outlines over 100 engagement activities to mark this significant milestone throughout 2015.**
- Vice-Chancellor Professor Caroline McMillen attended the launch in Malaysia of *Univer-cities*, which includes a chapter co-authored by Professor McMillen on the crucial role of the University of Newcastle in the development of the Hunter Region.
- Professor Hugh Craig from the University's Centre for Linguistic and Literary Computing was elected a Fellow of the Australian Academy of the Humanities in recognition of his international reputation in the development and application of quantitative, statistical and linguistic computing to early modern English literary studies.
- The International and Advancement Division and the Faculty of Business and Law hosted a visit from Shanghai University of Finance and Economics to develop opportunities for collaboration, bringing the total number of international visits to the University in 2014 to 74 delegations from 24 countries.

Our past

- 1965** University of Newcastle proclaimed on January 1 and becomes home to 1,700 students, 140 staff and six faculties – Arts, Science, Commerce, Engineering, Applied Science and Architecture
- 1968** Auchmuty Library officially opened and later named after the University's first Vice-Chancellor
- 1972** Edwards Hall student accommodation completed, providing a home for students from across Australia and around the world
- 1975** TUNRA Bulk Solids established as a research group and commercial consultancy and has since completed more than 4,000 projects for clients in 40 countries
- 1978** Our medical degree admitted its first 64 students and was the first in Australia to offer innovative problem-based learning, transforming the delivery of medical education on a national scale
- 1981** 'Friends of the University' formed to provide a means of contact between the University and the public, and since its inception has raised more than \$1.0m for scholarships and University projects
- 1983** Wollotuka launched as a support program for Aboriginal and Torres Strait Islander students, beginning the University's remarkable record of leadership in Indigenous education
- 1985** The Jameson Cell invented by Laureate Professor Graeme Jameson and has since changed the face of mineral processing, adding more than \$22.0bn in mineral exports to the Australian economy
- 1989** The Central Coast campus opened and the University amalgamated with the Newcastle Conservatorium of Music and the Hunter Institute of Higher Education under the Dawkins reforms to higher education
- 1994** University of Newcastle Legal Centre began operating from University House, providing free legal advice and assistance to members of the Hunter community region
- 1996** Emeritus Professor Annette Dobson and Professor Julie Byles established the Australian Longitudinal Study on Women's Health, one of the most significant ongoing health studies in the world
- 1997** The Forum Sport Aquatic Centre opened, forming part of our evolution into a world-class university offering state-of-the-art facilities for students, staff and the community
- 1998** The Hunter Medical Research Institute (HMRI) established in partnership between the University and Hunter New England Health, delivering excellence in medical research, closely aligned to community health needs
- 2000** The University responded to the Internet age with the establishment of GradSchool, our dedicated hub for postgraduate coursework students, administering online postgraduate programs in a range of disciplines
- 2002** We continued our expansion when the Singapore campus opened in 2002, partnering with PSB Academy, and later BCA Academy, to offer degrees in Business, Commerce, Engineering, IT, Construction Management and Environmental and Occupational Health and Safety
- 2003** The Quality Teaching model begins implementation in NSW public schools: developed by Professor Jennifer Gore and Associate Professor James Ladwig of the School of Education, the model has since impacted on thousands of government, Catholic and independent schools and continues to transform teaching practice and boost teacher confidence
- 2004** Port Macquarie campus launched in 2004, and our commitment has grown to offering students in the northern regions of NSW degree programs in Nursing, Midwifery and Primary Teaching
- 2009** Our Sydney CBD location opened its doors, offering preparatory programs in English language for overseas students and Masters Degrees in the high-demand areas of Business and Professional Accounting
- 2011** The Newcastle Institute of Energy and Resources (NIER) launched, bringing together the University's leading researchers in purpose-designed facilities, providing a multi-disciplinary model for transformational research in energy and resources
- 2012** Funded by the Australian and NSW governments, HMRI's \$90.0m, five storey, 16,000m² building officially opened; the facility houses open-plan laboratory and office space, along with a Clinical Trials Centre, and brings together the work of more than 1,100 medical researchers from the University and Hunter New England Local Health District
- 2013** TIME magazine cited Professor Michael Mahony's breakthrough genome technology, known as the Lazarus Project, as one of the 25 Best Inventions of the Year; the de-extinction technology has the potential to resurrect vanished species, heralding a new era in global biodiversity and conservation management
- 2014** We are named the Number 1 University in Australia in both the QS 'Top 50 under 50' and the Times Higher Education's rankings of the world's 'Top 100 Universities under 50 years old'

Our strategies, our future

Our Vision for 2025

We aspire to be a global leader in each of our spheres of achievement. Through engagement with our partners, we will deliver world-class innovation to support the development of strong regional communities.

Our strategic objectives

To realise our 2025 Vision the *NeW Directions Strategic Plan 2013–2015* presents a clear set of goals and strategies to build the University's global performance and reputation. *NeW Directions* includes plans for our lead priorities in education, and research and innovation, as well as supporting plans for our future workforce, campuses and facilities, and the investment required into our systems and processes.

Our Strategic Plan consists of five separate plans, each with their own set of strategic objectives and associated actions.

Education

Our Education Plan strategic objectives are:

1. Build access, participation and success for our students
2. Deliver high-quality academic programs that support the global competitiveness of our graduates
3. Create an outstanding student experience on- and off-campus that includes student engagement in research, work or community focused activities
4. Provide innovative educational delivery models that place us in the top quartile for teaching and learning performance in Australia by 2015
5. Support an outstanding and dynamic teaching culture and workforce.

Research and Innovation

Our Research and Innovation Plan strategic objectives are:

1. Build areas of research strength and impact, and achieve a world university ranking in the Top 200
2. Deliver world-class innovation through collaborative engagement in research projects with industry, business and government partners in our regions and across Australia
3. Increase the world standing of our research through new collaborative arrangements with first-rate international partners
4. Build the next generation of research leaders at our university
5. Support our staff to build success in research.

Future Workforce

Our Future Workforce Plan strategic objectives are:

1. Our staff are supported to perform at world-class levels and to be innovative in their practice
2. Our University has the leadership capacity and capability to deliver the 2025 Vision, performance targets and lead strategies
3. Our staff are clear about their roles and the performance required to support career aspirations in the context of the 2025 Vision
4. Our staff actively engage with international, national and regional communities and our conjoints, alumni, friends and benefactors
5. Our University is a vibrant and dynamic community and a healthy and rewarding place to work.

Campus, Capital and IT

Our Campus, Capital and IT Plan strategic objectives are:

1. Our University provides a unified virtual and physical environment supporting the attainment of excellence and innovation in education and research
2. Our University provides infrastructure for all modes of study and at campuses and locations that support world-class education and research
3. Our identified and emerging areas of research strength are supported through targeted renewal and development of best practice research infrastructure
4. Quality physical and virtual environments across our University provide a vibrant student experience and staff culture
5. Quality infrastructure and services support the attainment of excellence in education.

Finance

Our Finance Plan strategic objectives are:

1. We will deliver a targeted investment over five years to progress our aspiration to be a global leader in each of our spheres of achievement and deliver world-class innovation
2. We will follow responsible financial management practices that enable us to generate the resources required to invest in our future
3. We will seek commercial opportunities that diversify our revenue base and provide additional resources for our core teaching and research missions
4. We will follow sound financing and investment practices that make a positive contribution to a sustainable financial future.

The 2014 strategic priorities drawn from these individual plans during the annual corporate planning process are outlined in the chapters following.



Since 1983, Wollotuka has played an important role in representing and supporting Indigenous Australians students.

Through its work Wollotuka, and the University of Newcastle more broadly, are regarded as leaders in Indigenous education in Australia. Consolidating all Indigenous activities of the University under one strategic and operational body, the Wollotuka Institute is also an important cultural focus for the University community, inspiring us with performative events, such as the annual celebration of Living Cultures, and the Immersion Festival (pictured).

Reconciliation statement

The University of Newcastle declares its commitment to Aboriginal reconciliation: developing a strong community and fostering mutual respect, social justice and a united voice between Aboriginal and Torres Strait Islander and non-Aboriginal Australians.

The University of Newcastle respects and acknowledges the Aboriginal land on which the Australian campuses of the University are located. We acknowledge the Aboriginal nations on whose traditional lands the University has a presence, respecting and acknowledging the traditional peoples and the cultural significance and history of the land.

The University is aware of the impact of the alienation and other forms of injustices including the removal of children, the loss of land, the destruction of languages and culture, and the ongoing struggle for social and restorative justice. Through acknowledging and understanding past losses and injustices and through committing to redressing the social and economic challenges and ongoing racism, we will continue to move forward together.

The University recognises that education plays an integral role in providing a foundation and platform for the exercise of self-determination and the empowerment of Aboriginal and Torres Strait Islander peoples. Through collaboration and the provision of culturally responsive education the University seeks to educate and contribute to the development of a harmonious community.

The University's Aboriginal and Torres Strait Islander communities have supported the University in ensuring an Aboriginal presence at the University and appropriate and effective levels of consultation and collaboration through the sharing of Aboriginal voices, cultural wisdom and knowledge. These attributes are essential to moving forward to a future of equality and respect in teaching and learning, research, cultural inclusion, celebrating diverse cultures and success. The University acknowledges and appreciates the contribution and support of all communities. We will continue to build on existing partnerships and wherever possible forge respectful relationships designed to contribute to the ongoing endeavour of redressing the circumstances of Aboriginal and Torres Strait Islander education, health, cultures, languages, social justice, employment and empowerment. The University is committed to providing an environment that is free from racism and discrimination, developing opportunities for Aboriginal and Torres Strait Islander peoples to access and succeed in higher education. The University embraces the unique and diverse cultures of Aboriginal – the oldest continuing culture in the world – and Torres Strait Islander peoples to endure the growth of knowledge for all Australians.

With respect and collaboration, the University of Newcastle embraces a united approach to equity and inclusiveness for all Australian peoples.



A photograph of a man and a woman standing outdoors. The man on the left has dreadlocks, wears a red headband, a white button-down shirt, and a necklace. The woman on the right has long brown hair, wears a grey vest over a white shirt, and a watch. They are standing in front of a building with a corrugated metal roof and large windows. A large tree branch hangs over them from the top left. The background shows greenery and a clear blue sky.

Report of operations Education

A leader in Indigenous education

Our enrolments of Indigenous students are almost double the sector average and in 2014 two outstanding young scholars were awarded competitive Indigenous scholarships to continue their studies abroad. Nathan West, recipient of the Roberta Sykes Scholarship, will pursue postgraduate studies in social anthropology at the University of Cambridge, while Jessica Buck, recipient of a Charlie Perkins Scholarship and a James Fairfax Australia Scholarship, will commence postgraduate studies in oncology at the University of Oxford.

As the second year of our *NeW Directions Strategic Plan*, 2014 was a crucial year for consolidating activities introduced in 2013. This included rolling out a series of new initiatives and casting our minds forward to potential developments in the context of proposed fee deregulation and opportunities arising from a changed funding environment.

A major achievement has been the establishment of our new Centre of Excellence for Equity in Higher Education, a vibrant research and practice hub with a local and global impact. New outreach projects have fostered connections in our immediate vicinity, and our ongoing investment in innovative learning formats continues to increase our ability to inspire our students and reach out to the global community of learners and scholars.

2014 highlights

- two Office of Learning and Teaching Awards and four Citations
- top 10 university in Australia for teaching quality and graduate generic skills in the Australian Graduate Survey
- successful completion of the Australian Qualification Framework (AQF) Learning Outcome Mapping process for all programs accepting new enrolments in 2015
- commencement of the 'Learning Analytics: assisting universities with student retention' project, which aims to improve retention of at-risk students
- launch of the revised High Performing Students' program in collaboration with the NSW Department of Education and Communities, providing secondary school students with opportunities to fulfil their academic potential and which can lead to credit for university studies
- receipt of National ELT Accreditation Scheme Quality Endorsement under a revised scheme for the Language Centre as one of the first 10 centres to undergo a complete audit.

2014 key figures

- ★ 40,206 students from 117 nations
- ★ 200+ donor-funded scholarships awarded
- ★ 2,062 students participated in the iLead program
- ★ 2.4m library visits
- ★ library satisfaction rating of 82.7 per cent, placing our library in the top quartile nationally
- ★ 6 new Professors talks
- ★ 125,000 alumni across more than 120 countries

Strategic performance

The Education Plan strategic priorities for 2014 were:

- global reputation in equity
- globally competitive programs
- outstanding student experience
- sustainable planning and program delivery.

Global reputation in equity

We are a leader in providing more opportunities for people with ability and determination to enter and succeed in higher education, regardless of their background. The proportion of low socio-economic students (SES) students enrolled at the University is 27 per cent, well above the sector average.

We are also Australia's largest provider of enabling programs. Almost 40,000 students have commenced our enabling programs since they started in 1974, and there is no other institution in the country that holds the breadth and depth of cross-sectional and longitudinal data in the area of progression of students through alternative pathways to higher education. In 2014 we built on this reputation with a number of new initiatives and programs.

Centre of Excellence for Equity for Higher Education

We are committed to excellence and equity and have established the Centre of Excellence for Equity in Higher Education (CEEHE) as a national and international hub for equity-focused research, practice and partnerships. In the first year of operations, the CEEHE has built on our established reputation as a national leader in equity and access. We welcomed international scholar Professor Geoff Whitty as Director of the CEEHE, hosted a series of workshops exploring four key research themes, rolled out our CEEHE Research Grant Funding Scheme and cemented our links with the European Access Network.

AIM High

We continue to make an impact in paving the way for young people to access tertiary education. Our AIM High program challenges social exclusion by supporting positive change through education, offering a suite of tertiary education experiences to students in 67 partner schools at all key learning stages from K-6 through to high school. Each activity engages university students, school students, and family members to create opportunities for the development of insights and understanding around education and career pathways.

In 2014 we piloted 'The Next Step' – an on-campus program targeted at Year 10 students, designed to ensure they were equipped with all the information they needed to



A decade of success in Port Macquarie

2014 marked the 10th anniversary of the launch of our Port Macquarie campus and was celebrated with a graduation procession along the main street of the city, followed by an alumni function for past and present students and staff. Since the first cohort of 24 nursing students began their studies at the campus in February 2004, hundreds of nurses and primary school teachers have obtained degrees through UON Port Macquarie. In partnership with TAFE NSW-North Coast Institute and the local community, our programs are helping to build the skills capacity of the Mid North Coast region with our graduates working in local hospitals, health services and schools, and making a significant contribution to their communities and beyond.

make sound subject selection decisions for Years 11 and 12 and plan for their future. A key feature of the on-campus visit was collaboration with the Australian Defence Force and Hunter TAFE. The inaugural event was attended by over 600 students from 16 AIM High partner high schools.

Faculty internships

In line with our goal to attract and retain students with high academic achievement, we have commenced a pilot program to provide students with specific enrichment opportunities. The Faculty Internships pilot program was rolled out in 2014, and has seen students paired with some of our strongest research groups to gain valuable experience in cutting-edge research, exposure to some aspects of life as an active researcher, to develop their research skills and to begin to think about undertaking a Higher Degree by Research such as a PhD or MPhil.

Indigenous teaching and learning

The 2014 launch of the Wollotuka Institute Cultural Standards: Our Lands Our Places Our Cultures provided an institutional framework to inform relationships between the Institute, students, community and the University more

broadly. The Standards constitute a set of principles against which our cultural integrity can be monitored, reviewed and assessed, and have guided the development of a revised approach to Indigenous Tutorial Assistance. Our plan is to introduce the new model of tutorial support in 2015. This builds on activities to provide students with a stronger sense of belonging and sense of a community so that they will feel connected to an empowering environment and an intellectually stimulating space which is defined by the values and principles of a strong Aboriginal community.

High-quality, globally-competitive programs

It is important that we maintain our world-class reputation for excellence and our graduates continue to be recognised as leaders and innovators. Our aim is to offer our region the best education opportunities in an environment characterised by outstanding teaching and research across a wide range of fields. Our globally-competitive programs link theoretical understandings with Work Integrated Learning (WIL) opportunities, preparing students to be resilient and adaptive learners, and capable of engaging successfully in a work environment that increasingly relies on diverse knowledge, skills, innovation and entrepreneurship.

Benchmarking

We have implemented a regular program of reviews in order to ensure that we offer high-quality learning experiences and that we maintain our high academic standards. The intention of these reviews is to provide an externally-referenced and consultative process to consider the performance, resourcing, capability and capacity of

organisational units, including Schools. The reviews are undertaken by a panel of external experts and are chaired by a senior University staff member. For more information about internal and external reviews please see p138.

We collect benchmarking data through a range of internal and external instruments, including the national Australian Graduate Survey (AGS). The most recent AGS survey places us fifth for Generic Skills, ninth for Good Teaching and fourteenth place for Overall Satisfaction.

Indigenous knowledges

We have enhanced opportunities for collaboration and consultation through the implementation of a new structure for our Board of Aboriginal and Torres Strait Islander Education and Research, and ongoing engagement with our Ngurakai (elders). We welcomed Professor Peter Radoll as the new Dean, Aboriginal and Torres Strait Islander Education, a valuable addition to the already innovative management structure of Wollotuka, which comprises four Directors. This is a traditionally-oriented structure and the only one of its kind in Australia. We continued to

work towards accreditation of Wollotuka with the World Indigenous Nations Higher Education Consortium and are planning for an international accreditation site visit in early 2015.

Flagship programs

The Flagship programs scheme continues to be rolled out, with programs that focus on educating graduates in areas of significant demand, promote cross-Faculty collaboration and showcase the most innovative approaches in the delivery of teaching and learning. Two programs were offered as Flagships in 2014 – the Master of Teaching and the Bachelor of Speech Pathology (Honours) – with a further two under consideration for 2015 and 2016.

OLT Awards and Citations

2014 ended on a high note with recognition of our outstanding educators from the Office of Learning and Teaching (OLT). Awards were received by:

- Dr Johanna Macneil, Faculty of Business and Law: Award for Teaching Excellence for Law, Economics, Business and Related Studies in the discipline of Business and Management
- Associate Professor Tony Smith, Faculty of Health and Medicine (Team Leader): Award for Programs that Enhance Learning for Innovation in Curricula, Learning and Teaching for the University's Interprofessional Learning Modules: 'Learning Together to Work Together' program.

Changing lives for 40 years In 2014 we celebrated four decades of Open Foundation. First offered as a small pilot program by the Department of Community Programmes in 1974 with a quota of 80 students, Open Foundation is now the oldest and largest continuously operating enabling program in Australia, enrolling upwards of 2,800 students each year. Nicole's story is typical – after 10 years in the workforce and a few more years spent travelling, she was looking for a new challenge and enrolled in Open Foundation with a view to progressing on to a Bachelor degree. After completing the program part-time, which allowed her to combine study and work, she is now enrolled in a Bachelor of Teaching (Early Childhood and Primary). To celebrate the 40 year Open Foundation anniversary we held a range of events, including a Symposium at the Central Coast campus, the inaugural Brian Smith Lecture and the Transformations art exhibition which showcased the work of artists who have studied in the program.





Our Central Coast campus celebrated its milestone 25th anniversary at the commencement of Semester 2 with various events over a three week period. As part of the celebrations the Regional Campuses Unit profiled the university and career journeys of 25 Central Coast campus graduates who have excelled in their field. Working in partnership with international award-winning Central Coast film-maker Jason van Genderen, six of the written profiles were captured in bespoke short films, and launched at a cocktail event attended by University Executive, profiled alumni and business, industry and community leaders on the Central Coast. Pictured at the launch are the subjects of the short films and the film-maker. L to R: Karen Dimmock, Tim Silverwood, Tim Knight, Ginny Gallegos, Ibtihal Samarayi and Jason van Genderen.

Citations for Outstanding Contributions to Student Learning were received by:

- Associate Professor Shen Chen, School of Education, Faculty of Education and Arts, for developing an innovative approach to supporting international students' learning in a new cultural environment and providing high-quality teaching in second language teacher education
- Associate Professor Brett Nixon, School of Environmental and Life Sciences, Faculty of Science and Information Technology, for promoting student engagement and positively influencing the learning experience by using inspirational teaching strategies centred on science-as-discovery
- Dr Caroline Webb, School of Humanities and Social Science, Faculty of Education and Arts, for empowering English literature students at a regional campus by drawing on their own responses and experiences and providing a rich understanding of cultural contexts
- The Week Zero Team (Ms Liz Goode, Ms Joyleen Christensen, Ms Angela Henderson, Ms Evonne Irwin, Ms Deanna McCall, Ms Annette Morante and Ms Amanda Valent, Academic Division), for developing an outstanding and innovative online orientation which has significantly enhanced the engagement and experience of students commencing an online enabling program.

Outstanding student experience

Our commitment to an outstanding student experience incorporates on-campus activities as well as student engagement in research, work or community-focused learning. Student feedback is used to inform our commitment to continuous improvement and the development of a cohesive, healthy and engaging environment as part of the overall university experience.

Work Integrated Learning (WIL)

Among the emerging global trends in learning and teaching is the increasing emphasis on tangible learning outcomes at undergraduate and postgraduate level and fostering work-ready graduates. Throughout 2014 we advanced WIL through institutional, national and international achievements. These achievements continue to drive the momentum of WIL across the University and our reputation worldwide as a rising leader in this field. Active, strategic involvement in the WIL community at a national and international level ensures our position as a leader in the sector.

Our commitment to student equity was further demonstrated in 2014 with the allocation of \$0.2m of Higher Education Participation and Partnerships Programme funding for the provision of WIL Placement Grants for identified low SES students to assist them in their participation in WIL courses.

Integration of leading edge research

Our research-led teaching strategy ensures that all programs incorporate detailed elements of discipline-based research. Research methods and key findings from the research of our staff form an important and integral aspect of the teaching program. The key element of our Research

Integrated Learning (RIL) strategy is that students should be engaged and active producers of the University's research outcomes. We were delighted to participate in the Australasian Conference of Undergraduate Research in 2014, where three of our students presented at the 'Posters in Parliament' event, an exhibition of undergraduate research at Parliament House, Canberra. Faculties identified the best posters from their top undergraduate researchers who were then offered a \$500 scholarship to attend. This event showcased both our research and the high quality of our students.

Engagement

We believe that collaboration with our communities is the key to sustainable partnerships and futures. In 2014 Engage Newcastle continued to deliver news about how our students, staff, academics and researchers work with communities, industry and government to help grow and strengthen our region. In 2015 we are planning a series of collaborative discussions to develop an agreed model of engagement that will allow Faculties, Schools and Disciplines to work more directly with their alumni in industry and also connect current students with past students at a grass roots level. Plans have also been made towards using our 50th birthday celebrations as an opportunity to invite alumni to re-connect with the University.

Organisational alignment

In 2014 we undertook a major review of all organisational areas that support the provision of services to students in order to ensure that our operations are world-class and strategically-aligned. The transition to Student Central has occurred, with the leadership team now in place. During the year Student Central participated in external evaluation to benchmark customer service, identify training needs and shape our service delivery plan for 2015.

Sustainable planning and program delivery

In the context of a challenging resource environment, we recognise the need for sound, evidence-based decision making processes, planning and delivery models to reflect the needs of our multiple stakeholders, including students, community and industry.

Business planning model

In order to develop a whole-of-institution approach to financial sustainability we recognised the need for an evidence base for understanding the factors influencing the quality and financial position of our academic programs. The Academic Program Viability model presents comprehensive data to key committees and units across the University. It provides a framework for the analysis and understanding of program viability and is a key input into discussions at

School, Faculty and University level in relation to how our mix of programs should be developed into the future.

Support strategies for teaching and learning

We are dedicated to supporting academics in activities related to program delivery, including effective consultation, collaboration and support. Our Centre for Teaching and Learning is supporting an increase in the uptake of online tools in the delivery of academic programs and works with both students and staff to identify areas for improved service delivery. Our professional development program ensures that innovative curricula and pedagogy are central to the student experience. A revised suite of professional development courses gave staff opportunities to engage with instructional designers to support the development of online content, as well as opportunities to develop skills in assessment, feedback, and collaboration.

UOnline Plus

We committed to the establishment of UOnline *Plus* as an initiative to support the expansion and quality of online and blended approaches across 80 per cent of our courses. Flipped Classroom approaches were developed in 2014 as a part of this process – building academic and professional staff capacity and the provision of world-class virtual and physical learning environments.

Looking forward

Our focus in 2015 will be on continuing to deliver an exceptional student experience. Activities will be clustered around five key priorities including:

- making the student experience exceptional by integrating student services, including campus life activities, into a single entity in 2015 to improve the non-academic aspects of the student experience
- supporting outstanding teaching by continuing to deliver well-regarded training for teaching staff
- ensuring our students are sought out by employers by looking to extend the ways in which we provide opportunities for students to develop work-ready skills as well as career advice and preparation
- differentiating our value proposition through our programs and the distinctiveness of our student experience by working with each School to understand its particular needs and support new opportunities for differentiated learning, innovative programs and online support
- broadening opportunities for student and community engagement by continuing to grow opportunities to secure community support for WIL and better support the educational experience of students in this area.



More than 80 supporters attended UON's annual 'Supporter Thank You' event in November to celebrate the impact their support through donations and sponsorship had made on our students, researchers and programs. A scholarship recipient, PhD researcher and the Vice-Chancellor settled in on the red couch in a specially created lounge room, sharing stories of how the generosity of others has changed their lives. Leading the event was long-time supporter, donor and President of the Friends of the University, Mr Vic Levi.

Engaging for impact

Our supporters – making a difference

In 2014 the University was fortunate to have received more than \$4.0m in donations and sponsorships from our staff, corporate and philanthropic partners, alumni and friends. Every gift makes a difference. Through donor support, more than 200 scholarships and 300 prizes support our students, fund vital research to find solutions to significant challenges facing society, and recognise programs to meet community needs.

The University is very fortunate to also receive generous support from our staff and in 2014 formalised a staff giving program by bringing together more than 60 staff donors at a 'thank you' morning tea.

In 2014, an \$80,000 donation was received from a group of architecture alumni, The Architecture Foundation. The donation supports The Parker Fellowship, a travelling scholarship named in honour of Eric Parker, the first permanent teacher of architecture at the University. This scholarship continues to be one of the most valuable awards available to students studying architecture.

We know that giving changes lives. Through strong engagement with our alumni, community, business and industry leaders we are seeing the generosity of others create real-world benefits for everyone.

Our alumni – making a difference

A university's reputation is built in part on the attributes of its graduates. The achievements of our alumni and their contributions to the social, cultural and economic fabrics of our many communities were recognised around the world in 2014 in internationally competitive award programs:

- Highly successful architect and town planner Tan Sri Dato' Sri Ar Hj Esa Hj Mohamed received the Malaysian Australian Alumni Council Distinguished Alumni Award

for his national and international achievements, including being elected as the President of the International Union of Architects, representing nearly 1.3m architects in more than 100 countries

- Dr Chee Hsiang Liow, a medical graduate, won the Australia China Alumni Association award for Research and Innovation, recognising more than a decade of service to Bless China International, an NGO providing healthcare, community development and child services to 42,000 people annually
- Alistair Briscoombe received the Australian (Vietnam) Alumni Award for Friendship, for his work in HIV and human trafficking prevention programs
- The Australian-Thai Chamber of Commerce presented Thailand's Alumni Leadership Award to Newcastle Master of Medical Science and PhD graduate Professor Virasakdi Chonsuvivatwong. He has created numerous educational initiatives and achieved funding for fellowship programs, led research input to health policy for Thailand, and created educational and research developments to improve public health in poverty-stricken areas of southern Thailand that are plagued with major health problems and political instability.

The University's own Alumni Awards were an opportunity to reflect on the extraordinary accomplishments of our graduates. The gala awards dinner – the flagship alumni event on the University's calendar – was held at Newcastle City Hall in October with 350 guests, recognising 32 gamechanging finalists and awarding 10 recipients across eight categories.

The University celebrated its alumni in 2014 with activities across nine countries, demonstrating the importance of the genuine partnership we enjoy with our alumni network – and the esteem in which we hold each and every graduate.

International engagement

Global Partnership Plan

The Global Partnership Plan (GPP) 2014–2018 acknowledges the need for the University to develop appropriate strategies to engage and build sustainable international partnerships, which deliver tangible outcomes in the areas of education, and research and innovation - the two pillars of the *NeW Directions Strategic Plan 2013–2015*. Alignment with *NeW Directions* and our Corporate Plan, and integration with the work of Faculties and Divisions, is critical for a sustainable GPP.

There were a number of key achievements under the GPP throughout the year. The UON World University Rankings Group was established to develop and implement strategies to manage our performance in world university ranking systems. During 2014 we achieved a top ranking in Australia in both the QS and Times Higher Education's Top 50 Under 50 rankings, and increased 41 places in the QS World University Rankings to 257, to achieve a ranking of 10th in Australia.

We continued to build our reputation, profile and trusted relationships with feeder institutions. The University was able to secure fully-funded places for two senior academics in the Confucius Institute Scholars Program allowing Professors John Germov and Sandeep Gopalan to each spend two weeks at Fudan University in China. Another highlight was the Vice-Chancellor's visit to Korea where she hosted more than 140 alumni and guests from the Australian Embassy, Austrade, our education partners and two distinguished Colombo Plan scholars. These visits exemplify the effort and commitment of the University to institutional relationship building, and the exciting prospects that can result.

New Colombo Plan success

We received a significant tranche of funding as well as three highly prestigious scholarships under the New Colombo Plan, the nation's flagship Asia engagement strategy. Current students Hayley Ovenden (Bachelor of Engineering – Civil), Cherie Colyer-Morris, (Bachelor of Environmental Science and Management), and Jessie Nolan (Bachelor of Engineering – Electrical) will each undertake mentorships in Singapore. A second tranche of funding was made available for 10 Bachelor of Commerce students for a study tour to Singapore, and for clinical placements for up to four Bachelor of Medical Radiation students, also to Singapore.

Accolade for international student engagement

We received national recognition in 2014 for our approach to teaching English to our diverse cohort of international students. The English Australia Innovation Award recognised the effectiveness and success of our Student Experience Programs (SEP), as delivered by the English Language and Foundation Studies Centre. The SEP was introduced in response to international student feedback seeking greater interaction with local students and the local community and has provided original and creative problem-solving initiatives to engage international students with positive experiences to enhance their Australian study experience and help build strong relationships.

Leveraging location for engagement with Asia

Celebrated as one of Asia's most advanced education, research and innovation hubs, Singapore has been the ideal site for the delivery of the University of Newcastle's programs in the South East Asia Region for over a decade. UON Singapore now has students from more than 30 countries enrolled in 13 programs. We were privileged to have Sir David Lane, Chief Scientist of A*Star, Singapore, as Occasional Speaker for the 2014 Graduation Ceremony in Singapore. Sir David is internationally respected for his contribution to cancer research and is also the current Director of the Cancer Research UK Transformation Research Group at the University of Dundee.



A portrait of Professor Kevin Galvin, a middle-aged man with grey hair and clear safety glasses, wearing a dark suit, light blue shirt, and patterned tie. He is standing in front of a blurred industrial background with yellow and grey structures.

Report of operations

Research and Innovation

ARC Industrial Transformation Research Hub

The University, through NIER, secured ARC funding of \$6.3m over five years for an Industrial Transformation Research Hub for Advanced Technologies for Iron Ore which will engage with mining companies and equipment manufacturers to develop translational research. The Hub brings together three of our internationally-recognised areas of research strength: beneficiation, raw materials handling and iron ore characterisation. Led by Professor Kevin Galvin (pictured), the Hub's research presents a new paradigm for Australian iron ore production, through the development of new separation and handling technologies to sustain and grow value in iron ore production and exports, and the application of a supply chain approach from mines to markets.

Innovation grounded in world-class research can lead to lasting impacts for communities and regions across an increasingly connected world. Our robust, multi-disciplinary and collaborative research approach has driven innovation and delivered significant economic, social and environmental benefits for our communities.

We built on this proud legacy as a centre of excellence for research and innovation in 2014 with activities focused on consolidating our role as a leading regional hub, expanding our international connections and creating new linkages with industry, both locally and internationally.

2014 highlights

- \$11.8m in funding for 27 research proposals to commence in 2015 secured in the 2014 round of Australian Research Council (ARC) major grants
- one of only eight universities nationwide awarded funding under the ARC Discovery Indigenous Scheme
- \$17.9m for 24 health and medical research proposals to commence in 2015 secured in the 2014 National Health and Medical Research Council (NHMRC) major funding round
- 23 international research grants awarded totalling \$1.8m in 2014, compared with 14 totalling \$0.8m in 2013
- six mid-career researchers received \$4.7m in funding under the ARC Future Fellowships Scheme
- two successful Discovery Early Career Researcher Award (DECRA) Proposals for funding to commence in 2015 awarded
- \$89.3m worth of contracts were successfully secured by NIER in the period 2011–2014
- \$26.8m worth of funding was successfully secured by HMRI in the period July 2011–June 2014.

2014 key figures

- ★ 9th in the sector for ARC funding
- ★ 8th in the sector for NHMRC funding
- ★ 10th for industry contract research in 2013
- ★ 16th in the sector for publications
- ★ 225 Higher Degree by Research (HDR) completions in 2013, ranking 15th in sector

Strategic performance

The Research and Innovation Plan strategic priorities for 2014 were:

- driving world-class innovation
- building the next generation of research leaders
- global leadership through excellence.

Driving world-class innovation

Our research is recognised for its quality, depth and impact, and the implementation of key strategies and initiatives continues to strengthen our position as a leading research-intensive university. A particular focus in 2014 was the translation of research outcomes and discoveries into innovative products, solutions and policy through collaborative engagement with industry, business and government partners.

International Centre for Balanced Land Use

The International Centre for Balanced Land Use was launched in 2014 and will establish the University as a leading research hub for the land-use challenges generated as a result of long-term activities in key sectors such as mining and agriculture. The Centre is a joint initiative between the NSW Government and NIER and considers long-term land-use solutions alongside continued growth and the emergence of new technologies and transformative industries. Recruitment is underway for a Global Innovation Chair, who will play an instrumental role in championing the work of the Centre in delivering a range of initiatives of fundamental importance regionally, nationally and internationally.

NSW Energy Innovation Knowledge Hub

The launch of the Energy Innovation Knowledge Hub in 2014 was the first in a series of industry-led knowledge centres to be established by the NSW Government. Based at NIER the Newcastle Hub will foster a new energy sector in the Hunter and create the potential for NSW to export newly developed energy technologies to better meet the global demand for clean and efficient energy use. Tasked with addressing local industry challenges by creating new opportunities and market access, the collaborative hub culture promotes increased competitiveness and productivity through knowledge transfer.

Driving new knowledge

The flexible framework for our Research and Innovation Clusters continued to provide a simplified way for innovators from the University, industry and government to approach ongoing issues, share information and explore collaborative opportunities. All five clusters were active

Global leaders driving world-class innovation

2014 was a stellar year for Professor Nick Talley, beginning with the commencement of his term as President of the Royal Australasian College of Physicians. In May he received the highest honour for an educator in his field – the Distinguished Educator Award – from global peak body the American Gastroenterological Association in recognition of his outstanding contributions over a 30-year period. This was followed in November with another accolade at the 2014 NSW Science and Engineering Awards, when he received the Excellence in Biological Sciences award. Professor Talley specialises in unexplained disorders affecting nerves and muscles of the gut and has been credited with a number of seminal breakthroughs. His latest work involving the link between the brain and the gut is revolutionising thinking across the field.



in 2014: Aboriginal and Torres Strait Islander Research and Innovation Cluster; Creative Industries Research and Innovation Cluster; Defence and Security Research and Innovation Hub; Global eHealth Research and Innovation Cluster; and the Joint UON and Central Coast Food Innovation Cluster.

A total of 15 cluster events were held in 2014 with in excess of 600 attendees, and more than 750 people subscribing to the cluster mailing lists. Of those numbers, more than a quarter of attendees and subscribers were external to the University. An important cluster event was the Defence and Security Industry Showcase held in August 2014 which highlighted our research capabilities with a range of key defence stakeholders including Defence Material Organisation, Rapid Prototyping, Development and Evaluation Canberra. The Showcase has led to new collaborative arrangements with strategic industry partners including Airbus and Defence Science and Technology Organisation (DSTO).

As a result of the cluster initiative, a Defence Tender was submitted by Research Services for the University to be on the Standing Offer Panel to provide research, scientific, engineering, and other technical services to DSTO. The University was also represented at the META Core Member 'Kickoff' Workshop, an invitation-only event for the META Defence Exports Hub in September 2014, and was recognised for its work in the Defence Industry space during 'Land Forces 2014', Australia's premier land defence exhibition and a leading land defence forum.

Facilitating commercialisation

In order to maximise the exploitation and commercialisation of our research and intellectual property, a new business model was developed in 2014 for Newcastle Innovation and will be implemented in the year to come. This model will facilitate closer relationships between Newcastle Innovation, the Research and Innovation Division and Faculties, and bring together researchers from disciplines across the University to engage with external partners and develop solutions for industry-focused problems. The model will further support NIER and HMRI in attracting industry partners for specific government programs which encourage and reward academic-industry partnerships.

Slingshot

Our partnership with Slingshot led to the UON Slingshot Accelerator Program which was officially launched in January 2014 and was open to University of Newcastle staff, students and alumni. This high-tech accelerator initiative provides seed funding, dynamic co-working space and a mentoring program to nurture skills and relationships and enable entrepreneurs to build a remarkable company. Eight teams out of sixty applications were successful in gaining entry to the program and were mentored by University and industry representatives. Six teams have since graduated, of which three are still active with one team in particular, Deckee, receiving ongoing media attention and further funding to launch their product nationally.

Partnering with industry

In 2014 we launched the Centre for Resources Health and Safety, a new research centre aimed at saving lives in the high-risk resources sector. The Centre has been established through a new research partnership, worth \$1.0m over four years, between Aspen Medical and the

University. Aspen Medical has extensive experience as a healthcare provider in the defence, resources, government and humanitarian sectors, and sees collaboration between research and industry as critical to addressing the sector's healthcare challenges. The Centre's areas of research will include occupational health and safety, respiratory studies, psychology, psychiatry, and environmental and social impacts.

Building the next generation of research leaders

We are committed to providing targeted support for our researchers and over the past year this included greater attention on their training, development and support needs.

Increased HDR load

A key focus in 2014 was increasing Higher Degree by Research (HDR) student load and completion as a way to build the next generation of researchers at the University.

- HDR load grew by 7.4 per cent with record numbers of HDR students (225) completing their programs, equating to 20 per cent of HDR load
- commencing HDR enrolments grew to 450 in 2014, a 24 per cent increase since 2012
- provisional scholarship schemes for domestic honours students and 50:50 scholarships linked students to Priority Research Centres (PRCs) and other areas of research strength
- industry partnerships were established to support applications for ARC Industrial Transformation Training Hubs, which will support continued growth in HDR commencements
- jointly-awarded HDR opportunities have been developed with the first students accepted into jointly-awarded HDR programs to commence in 2015

- a new Level 10 Australian Qualifications Framework compliant Doctorate of Business Administration program has been approved, and preliminary discussions have taken place with the Faculty of Education and Arts and the Faculty of Health and Medicine for the development of new doctoral programs
- an alternative scholarship scheme was successfully piloted in the Faculty of Education and Arts in which scholarships are directed to areas of strengths and a recruiting process undertaken.

Performance and output targets

The Research and Innovation Division worked with Human Resource Services and the Pro Vice-Chancellor (Learning and Teaching) in 2014 to develop research performance targets for academic staff at each level within each school in order to build research performance and outputs.

DECRA's and ARC Future Fellows

Our next generation of researchers continue to receive recognition for their work, with six mid-career researchers receiving \$4.7m in funding under the ARC Future Fellowships Scheme to promote research in areas of critical national importance: Associate Professor David Lubans, Associate Professor Brett Nixon, Dr Lawrence Ong, Dr Patricia Saco, Dr Shanyong Wang and Dr Candice Morey. This was our highest funding result since the scheme commenced in 2009. Further to this two of our researchers were successful in receiving Discovery Early Career Researcher Awards with funding to commence in 2015: Dr Amy Waller (School of Medicine and Public Health) and Dr Colin Reid (School of Mathematical and Physical Sciences).

Future research leaders crystallise their thoughts

For the fifth year running, the UON Three Minute Thesis attracted a high standard of research student presentations, which impressed the 170 strong audience of staff and students. The competition supports the development of research students' capacity to communicate ideas effectively to a range of non-specialist audiences and to the wider community.



Global leadership through excellence

A key element of the Research and Innovation plan is the recruitment of Global Innovation Chairs to develop and maintain our leadership in areas of research strength and facilitate greater engagement with significant international collaborators. This increased engagement with external partners has been essential to growing productive partnerships, maximising the translation and societal impact of University research, capitalising on opportunities and growing market penetration through technology transfer. In 2014 we welcomed our first Global Innovation Chair, Professor Geoff Whitty, with the appointment of a further four Chairs being finalised for commencement in 2015.

International partnerships

Collaboration with our international partners drives our research success and advances our global reputation. We have particularly strong partnerships with institutions in Canada, New Zealand, United States of America, United Kingdom and Malaysia which are characterised by co-authored publications, research income, and student and academic exchanges. 2014 saw increased emphasis on growing our partnerships with China and South Africa.

We also continued to leverage international partnerships through our relationships with NIER and HMRI. NIER was particularly active in 2014 with agreements signed with the Changsha University of Science and Technology, North University of China, North China Electric Power Institute and Zhejiang University. Potential partnerships have also been explored in Singapore, Sweden, the United Kingdom and Denmark, all of which will be strengthened during additional visits in 2015. These visits have included meetings with the Australian Embassy to the European Union in Brussels to explore opportunities for the University to engage in research through Horizon 2020, the European Union's €80 billion research and innovation program.

Visiting fellowships

An International Research Visiting Fellowships Program was introduced in 2014 and has been instrumental in facilitating research collaborations and knowledge exchanges between the University and other first-rate international institutions. Seven fellowships were awarded for exchanges with the following universities:

- Professor Randall Lee, Department of Medicine/ Cardiology, University of California
- Professor Costas Iliopoulos, Department of Informatics, King's College London
- Dr Arfinn Eielsen, Department of Engineering Cybernetics, Norwegian University of Science and Technology
- Professor Ian Adcock, National Heart and Lung Institute, Imperial College London

- Dr Sun Sumei, Department of Advanced Communication Technology, Institute for Infocomm Research (Singapore)
- Professor Richard Rabbitt, Department of Bioengineering, University of Utah
- Professor Zi-Kui Liu, NSF Centre for Computational Materials Design, Pennsylvania State University.

World-class infrastructure

Our ongoing investment in high-quality infrastructure for our areas of research strength included the completion of an additional four laboratories and office space at NIER. Research student facilities across the University were enhanced with the addition of 114 new HDR work spaces and the refurbishment of 89 existing work spaces. A new Animal Behavioural Laboratory was also completed and the facility became fully accredited and operational in June. The facility provides world-class Physical Containment Level 2 (PC2) animal and laboratory spaces and offers new opportunities for research into neurobiology and neurophysiology.

Looking forward

In 2015 our focus will be on the following activities and initiatives:

- building on our strong international reputation and internationalising research and research outcomes through continued expansion of international collaborations
- promoting and leveraging the work of our researchers based at HMRI and NIER, and through our PRCs and Innovation Clusters
- broadening partnership opportunities and supporting business, industry and government engagement through increased involvement in the ARC Linkage grant program and the NSW Hubs Strategy
- driving research performance and optimising return on investment to meet the challenges of the current economic climate
- developing our early career researcher population and securing the next generation of research leaders by embedding a research culture at both the undergraduate and postgraduate level
- developing a suite of training options for researchers through the Research Advantage Program in 2015, with a focus on HDR students, early and mid-career researchers
- engaging with our communities and raising the value of our research as a local community resource by securing regional, national and international co-funding opportunities and promoting our research clusters.



Report of operations

Future Workforce

World-class track record in equity

In 2014 we were one of only 76 organisations in Australia, and one of 11 universities in Australia to achieve a Workplace Gender Equality Agency Employer of Choice for Gender Equality citation, acknowledging the University for its policies, processes and practices to support workplace gender equality. In line with our strategic plan we are working towards equal representation of men and women across all levels of the organisation. Additional focus has been given to flexible working arrangements and other initiatives aimed at supporting men and women, including those with family or caring responsibilities.

In 2014 we continued our success in attracting and retaining high-quality staff and leaders who have the appropriate capabilities to contribute to the achievement of our *NeW Directions Strategic Plan*.

A major focus for the year was ensuring that our new leadership and performance review frameworks were embedded into University life to support our staff performance culture. The launch of the Performance Expectations Framework has provided a clear alignment between individual goals and our overall objectives, enabling the achievement of broader University objectives through the contribution of all staff. Throughout the year there has also been a continued focus on wellbeing initiatives and strategies to support a respectful and collaborative workplace. Staff survey results indicate the success of these initiatives.

2014 highlights

- Employer of Choice for Gender Equality (Australian Workplace Gender Equality Agency)
- employee engagement continued above average compared to Australian universities benchmark group
- the Employee Value Proposition (EVP) has highlighted our status as an attractive place to work and in 2014 was embedded in our recruitment activities to support the attraction of high-quality staff
- Indigenous cadets were recruited as part of the Indigenous Employment Strategy
- launch of UON Academy to support casual academic staff
- conclusion of the enterprise bargaining process with staff voting overwhelmingly in favour of the new agreements
- smoke-free campus introduced as part of our commitment to providing a safe and healthy workplace for staff, students and visitors on campus.

2014 key figures

- ★ contributing to our activities throughout the year were 1,060 academics (FTE), 1,576 professional and teaching staff (FTE), 430 casual and sessional staff (FTE) and 1,485 conjoint appointments
- ★ 7,000+ applications to join our workforce
- ★ 3,300 online WHS training modules completed, including a new emergency procedures module
- ★ 400+ workstation and ergonomic assessments
- ★ 350+ workplace health and safety risk assessments, an increase of 20 per cent on the previous year
- ★ 39 staff acknowledged for excellence in the Vice-Chancellor's Awards for Excellence

Strategic performance

The Future Workforce Plan strategic priorities for 2014 were:

- enhance role, performance and career clarity
- strong workplace health and safety culture and performance
- staff recruitment and retention.

Role performance and career clarity

Performance planning and review supports our commitment to being a world-class university. In 2014 we consolidated implementation on a number of recent initiatives and introduced new frameworks.

Performance Review and Development (PRD)

After the successful introduction of a new performance management framework in 2013, the University focused on embedding the PRD framework into the day-to-day work of staff and supervisors. Training and online systems have provided staff with the tools required to have quality conversations around performance, planning and reviewing progress. Results from the 2014 Your Voice Survey show a four per cent increase in overall staff satisfaction regarding performance appraisal, with some areas seeing significantly greater improvement.

Leadership Framework

Our Leadership Framework, launched in 2013, describes the capabilities that we require of our leaders at all levels, from our Executive Committee through to our individual contributors. The framework is now in wide use and provides an effective tool to assist with the recruitment of leaders to ensure that staff joining the University have the necessary skills and capabilities to be successful in their roles. The Leadership Framework is also used as part of the new PRD process to encourage all staff to reflect on their behaviours as well as their performance.

Performance Expectations

A key tool to support embedding a performance culture at the University is the Performance Expectations Framework. The Framework sets expectations for academic staff in research and innovation, teaching and learning, and service and engagement, and was piloted across the University during 2014. After consultation throughout the year it was found that these expectations have provided a clear path for staff who are aiming to apply for promotion and a useful tool to assist Heads of Schools to set clear expectations and performance standards. The Performance Expectations Framework for professional staff was also developed in 2014 for use in 2015.

Workplace health and safety (WHS) performance

We remain committed to providing the highest levels of health, safety and wellbeing for all our staff and students. 2014 activities included the development of a new Health and Safety Plan which was built around the four pillars of:

- health and safety leadership
- reducing key injury risks
- managing injuries to reduce impact
- benchmarking and learning from others.

We conducted more than 350 workplace health and safety risk assessment reviews on research activities, events and travel arrangements, which represented a 20 per cent increase on 2013. The risk assessments covered diverse subjects such as:

- travelling to Ebola-affected regions to support the World Health Organisation in its fight to contain and control the epidemic
- conducting research in biological and genetic manipulation of organisms
- reducing greenhouse gas impacts.

Our Lost Time Injury Frequency Rate (LTIFR) has reduced to 3.28 which is a 32 per cent improvement on the previous year. The strong result is a factor of our focus on safety and the actions taken to minimise the risk of incidents and injuries. For further information about WHS at the University please refer p131.

UON Academy is a bold sector-leading initiative

which acknowledges the fundamental impact that casual, sessional and conjoint staff have on the overall performance of the University. The Academy creates a culture of recognition by providing targeted support for this cohort in the areas of recruitment, career development, performance management and professional support. In 2014 the Academy implemented a range of resources to facilitate quality learning outcomes for students, and to support staff in the administration of teaching activities.



Promoting health and wellbeing

On October 8 we celebrated National Mental Health Day with a relaxing program of wellness activities. The University developed and coordinated the event for 36 other tertiary institutions across Australia and New Zealand, with our staff managing logistics and assisting other universities by sharing activities and supplying templates and resources. On the day staff and student volunteers ran a variety of activities providing information and resources on mental health and wellbeing. At Callaghan we held an acknowledgment to country at Wollotuka including a walk along the Birabahn Cultural trail to the Brennan Room where stalls and activities included yoga, massage, meditation and Tai Chi. At the City campus staff received free massages and students a healthy, free BBQ. Staff and students at our Sydney location enjoyed a meditation workshop while our Central Coast campus community was treated to a wellbeing expo.

Staff recruitment and retention

We continue to show success in attracting and retaining outstanding staff and leaders who have the appropriate capabilities to meet the challenges of the changing Australian tertiary education sector. Twelve key senior staff appointments were made in 2014 with the majority of employment offers coming from first-round recruitment processes, indicating that the University continues to be an attractive place to work for high-quality candidates. We also show great success in staff retention and engagement with the 2014 Your Voice survey reporting a higher than average result for Employee Engagement, compared with our benchmarked Australian universities.

Throughout the year we embarked on a broad range of organisational change processes to achieve alignment with our strategic goals. These changes resulted in the achievement of increased capability as well as desired efficiencies and streamlining in work areas.

Enterprise bargaining was another important focus with our staff voting overwhelmingly in favour of three new enterprise agreements for academic, teaching and professional staff – a strong endorsement of the positive outcome for the University and for all staff. The new enterprise agreements provide some increased flexibility for the University to support a performance culture and the required staffing model into the future, whilst also providing competitive conditions to attract and retain staff.

Senior Staff Appointments

Andrew Boyle

Professor of Cardiovascular Medicine and Head of Discipline

Sally Chan

Professor of Nursing and Head of School, Nursing and Midwifery

Peter Davis

Professor of Construction Management

Paul Dunn

Chief Financial Officer

Kevin Hall

Deputy Vice-Chancellor (Research and Innovation)

Deborah Hodgson

Pro Vice-Chancellor (Research and Innovation)

Sanjay Kalra

Chief Information Officer

Jennifer Martin

Professor and Chair of Clinical Pharmacology

Eileen McLaughlin

Pro Vice-Chancellor (Interim), Faculty of Science and Information Technology

Kate Morton

Director, Business Process Improvement

Peter Radoll

Professor of Information Systems and Dean, Aboriginal and Torres Strait Islander Education and Research

Geoff Whitty

Global Innovation Chair for Equity in Higher Education

Looking forward

In 2015 we will focus on the following strategic priorities in relation to developing our people:

- piloting the Performance Expectations Framework for professional staff, to ensure there is clear alignment between individual performance and our strategic objectives
- finalisation and embedding of the staff engagement and communication framework
- piloting a job rotation/secondment program to build professional staff capability and career opportunities
- implementation of a succession planning and talent identification process to support the development of researchers, leaders and key specialists
- rolling out programs based on building skills and capability in research and leadership at all levels (from Executive Committee to Emerging Leaders) which will use a new workforce development platform, as well as other development models such as mentoring and online learning resources.



Report of operations

Campus, Capital and IT

World-class student facilities

The \$89.0m Student Accommodation project neared completion at the end of 2014, delivering four contemporary, multi-level apartment complexes and adding a further 778 beds to our on-campus accommodation stock. The accommodation has been designed in line with contemporary student residential needs and industry best-practice environmental principles, achieving a 4 Star rating. There has been strong interest from prospective residents, with more than 97 per cent of the apartments leased by the start of Semester 1, 2015.



Built on a commitment to create a strong service-orientated culture, we have developed a client-focused philosophy to underpin our commitment to providing quality services to our internal and external stakeholders. In 2014 this has been achieved through the adoption of a business partnering approach and an integrated service delivery model.

We have redefined a number of administrative processes and organisational structures to improve our productivity, performance and efficiency in support of our long-term sustainability. These changes have moved the University closer to a unified physical and virtual environment supporting the attainment of excellence and innovation in education and research, the student and staff experience, and our campus physical and virtual environments.

2014 highlights

- significant progress on the NeW Space project, with the appointment of the principal design consultant and commencement of tendering for the main works contractor
- new and larger premises were secured in Elizabeth Street for an enhanced presence in Sydney and a fitout designed which supports the latest learning and teaching modalities
- establishment of the Campus Services Unit to manage accommodation services, following the transfer of UoN Services to the University
- one of the first in Australia to provide all students with free MS Office software via Student Advantage and 1TB of free cloud storage with OneDrive
- ongoing reductions in energy and water usage which outperformed NSW, Group of Eight and Innovative Research Universities averages for energy utilisation and reduced CO₂ emissions.

2014 key figures

- ★ 900+ additional wireless access points installed, more than doubling the capacity of the network for our 14,000 daily unique WiFi users
- ★ 6,500+ staff mailboxes successfully migrated from the legacy email system to UNify, a modern cloud-based service
- ★ 38,777 telephone calls handled by the IT Service Desk operators, of which 74 per cent were resolved at first point of contact
- ★ 4,000 hours of landscape and biodiversity work undertaken
- ★ 5,300m² of refurbished teaching, research and office space

Strategic performance

The Campus, Capital and IT Plan strategic priorities for 2014 were:

- business systems process re-engineering and streamlining
- infrastructure to support world-class education and research
- virtual and physical environment to support excellence and innovation
- virtual and physical environment to enhance student and staff experience.

Business and systems process re-engineering and streamlining

In leveraging the outcomes of the UniForum Benchmarking Project, we implemented a review program in 2014 for key business processes and policies to identify opportunities to streamline operations and achieve efficiency gains and improved service delivery. The year also saw the commencement of administration re-profiling processes and targeted recruitment strategies to ensure structural capacity and capability to deliver *NeW Directions* objectives and transition to *NeW Futures Strategic Plan 2016–2025*.

Service Improvement Office

In July 2014 we established the Service Improvement Office to identify and achieve measurable and sustainable improvements to core business support and administrative functions. Employing both a collaborative and evidence-based approach, including strong use of UniForum benchmarking data, the Service Improvement Office has embarked on a number of University-wide improvement initiatives and will deliver the results of these initial projects in early 2015.

World-class infrastructure

Through our robust master planning processes, we continued to identify infrastructure opportunities in 2014 to support the delivery of quality academic and research programs.

Major capital works and IT initiatives undertaken over the past 12 months have further enhanced the resilience, reliability, capability and responsiveness of our infrastructure in support of the business needs.

Master planning

Master planning has advanced for our three primary campuses, informed by our strategic objectives and priorities. This process has identified opportunities to reconfigure and redevelop portions of our campuses in

support of enriched academic, research and student experience outcomes. We have also identified opportunities to develop areas of our campuses to support strategic business and research alliances and options for the replacement of older and less functional assets.

Infrastructure solutions

Research support systems which underwent major upgrades and/or enhancements in 2014 were:

- Spotfire (Research Analytics) V6.5 Upgrade
- Symplectic Elements (NURO) V4.10 Upgrade
- InfoEd (Research Information Management) V13.804.01 Upgrade
- Research Animal Management System 2014.

As a foundation member of Intersect Australia eResearch organisation, the University gains support in delivering its eResearch infrastructure and solutions. Intersect complements the core service offering of IT Services with eResearch infrastructure, comprising high performance computing, cloud computing, data storage and management, software engineering and training.

An environment to support innovation

The past year has seen improvements to our WiFi and wired networks to provide the excellent connectivity and flexibility that is essential to a next-generation University experience. We also updated our maintenance and sustainability programs through new initiatives, processes and benchmarks.

Developed in response to student requests for increased secure bike storage,

in August we unveiled two expansive bike hubs on Callaghan campus which each contain 52 bike storage racks, as well as lockers, showers and toilets. Accessible 24 hours a day, seven days a week, the facilities are an example of our continued commitment to encouraging alternative transport methods. The bike hubs form part of a range of initiatives aimed at enhancing the environmental sustainability of the campus, and have been a catalyst for further cyclist infrastructure and engagement initiatives with additional and upgraded cycle paths also completed in 2014.





NeW Space is our landmark education precinct under development in the heart of Newcastle's CBD which is jointly funded by the Commonwealth Government, NSW Government and the University. Due for completion in time for the 2017 academic year, the project will feature multi-purpose Technology-Enabled Active Learning (TEAL) spaces ranging from 30 to 110 seats and will transform the learning experience of student engagement, supported by state-of-the-art technology and 24/7 accessibility. The design will welcome and encourage prospective and current students and will help city-based professionals to easily access outstanding education.

Enhanced IT

A key achievement in 2014 was increased wireless capability through the installation of more than 900 additional wireless access points, more than doubling the capacity of the network. This has significantly increased the density and coverage of wireless across the University in support of the student experience. In addition to this, the IT Program of Works comprised more than 40 projects to enhance our teaching and learning, research, communication and administrative capabilities.

Sustainability in physical assets

The completion of the University's Strategic Asset Management Plan in 2014 provided a sustainable

approach to managing our physical assets. The Plan's driving principle is to extract ongoing value from our existing physical assets to better meet the needs of our student and staff base.

Maintenance investment

Our revised approach to infrastructure maintenance contracting was considered and endorsed by the University Council in May 2014. Following this we commenced a procurement process that will result in a head contractor model being established in 2015. Moving to this model brings value for money, time and resourcing improvements to the organisation by adopting a differentiated level of service model to our physical asset stock.

A modernisation strategy for the University's IT infrastructure systems is also under development. To achieve this goal IT Services have moved to a Hybrid-Cloud service model bringing together best-of-breed cloud services with on premise software and hardware solutions. The Blackboard learning management solution was migrated from on-premise to a managed hosting environment in December 2014.

An environment to enhance experience

Over the past year we responded strategically to areas of identified need and priority arising from student surveys and feedback, and worked to improve the resilience and security of the University's IT systems to enhance user confidence and business continuity.

Student survey responses

The IT 17000 Service Desk received positive responses from the 2014 Student Feedback on the University of Newcastle (SFUN) Survey, which recorded improved student satisfaction with wireless services. In 2014 Infrastructure and Facilities Services analysed student survey feedback and overlayed this information with data on our building stock to inform decision making around the prioritisation of new infrastructure investment. As a result improvements to public spaces, libraries, teaching spaces and toilet facilities were completed.

IT Security

Following data protection concerns relating to a test database which were identified in June 2014, one of our main activities during the year was the development an IT security program designed to address issues via a holistic approach to information security, supported by external expertise. This was initiated in 2014 and will continue into 2015. We also established a dedicated team of IT professionals to monitor and improve our information security environment, as part of our commitment to providing a

secure system environment to support the ongoing teaching, research and operational functions of the organisation.

Campus safety

During 2014 consultation forums were established to ensure that the delivery of security services is responsive to the needs of our campus community. Extensive consultation was also undertaken for the roll out of our CCTV system and Policy on the Callaghan Campus. The system has been carefully designed to focus on areas of possible security risk and is aimed at enhancing the prevention, detection and investigation of security issues that may affect our staff, students and visitors.

Significant work occurred in 2014 to develop the Emergency Management and Critical Incident processes and responses, with new Emergency Plans and decision-making tools being implemented. A strong focus has been on working with external agencies such as NSW Fire and Rescue, and NSW Police to put in place practical and evidence-based processes for large multi-agency incidents, including bushfire preparedness.

Looking forward

Our physical and virtual infrastructure, supported by sound financial management and a culture of service excellence and business partnering are the key enablers to support the delivery of world-class education and research. Within this context and with an emphasis on continuous improvement, a snapshot of the Campus, Capital and IT key priorities for 2015 includes:

- the implementation of our resources data management system, which will enable the central electronic collection and management of all energy and utilities data across all facilities
- the development of a five year IT Strategic Plan that supports the University's strategic objectives and the delivery of world-class education and research
- progressing critical new campus infrastructure developments, including planning for a new Bio-resources Facility, Creative Industries and Engineering and Science precinct
- the development of a Retail Masterplan to support the delivery of goods and services to staff and students
- the planning and delivery of enhancements to the public domain on each of our campuses to improve their amenity as vibrant and engaging environments
- the development of sustainable transport plans to support the movement of staff and students to, from and between our campuses while reducing reliance on private motor vehicles and car parking.



Report of operations **Finance**

Through diverse commercial opportunities, sound financial management and investment, we will create a sustainable financial future that supports our aspirations to be a global leader in our spheres of achievement.

The financial result for 2014 reflects a surplus consistent with the University's long term targets. During the year the University's financial position was further bolstered by strategic capital investments, primarily in new student accommodation facilities on the Callaghan campus.

Financial outcomes

Unless stated otherwise, references to the University in this section are representative of the Consolidated Group's results described in the full financial statements starting on p59.

In 2014 government contributions to the University decreased by \$4.0m as part of a government plan to drive cost efficiency across the higher education sector. After adjusting for the one-off impact of capital grants in 2013 (\$26.4m), total income growth in 2014 was steady at 3.3 per cent (2013: 3.3 per cent).

The University voluntarily wound up one of its controlled entities (UoN Services Limited) and increased its capitalisation threshold from \$1,000 to \$5,000. The new threshold aligns the University with others in the sector, making benchmark comparisons with our peers more meaningful. The change resulted in a one-off loss on disposal of fixed assets (\$7.8m) in 2014.

Expenditure controls remained strong in 2014 with an average increase of 2.0 per cent across all categories of expense, compared with an increase of 4.7 per cent between 2012 and 2013.

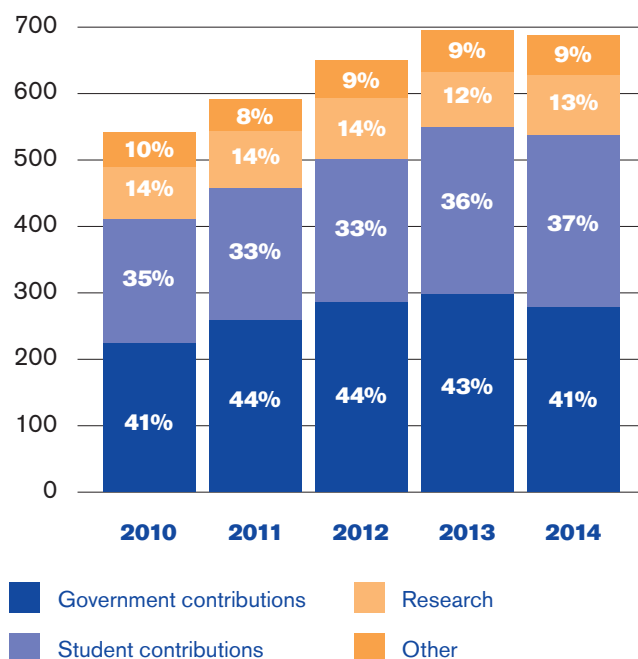
Financial position

The University continues to maintain a strong asset base to support current and future operations. Net assets increased by \$60.5m from \$1,132.3m in 2013 to \$1,192.8m at 31 December 2014. This increase includes the annual revaluation adjustment for the University's land and buildings, which increased net assets by \$12.3m (2013: \$22.4m). The increase in net assets also includes a valuation adjustment of \$7.2m to financial assets at the year end (2013: \$17.7m).

At 31 December 2014 the University had a positive liquidity ratio (current assets divided by current liabilities) of 2.5 (2013: 2.3). The University's higher current assets balance in 2014 (\$229.9m compared with \$186.0m in 2013) reflects the need for greater liquidity to fund capital projects in the first quarter of 2015 and the timing of the rollover of investments.

The University continues to invest for the future and maintained a tangible asset replacement ratio (capital expenditure divided by depreciation) of 2.7 (2013: 2.6).

Total income (\$m)

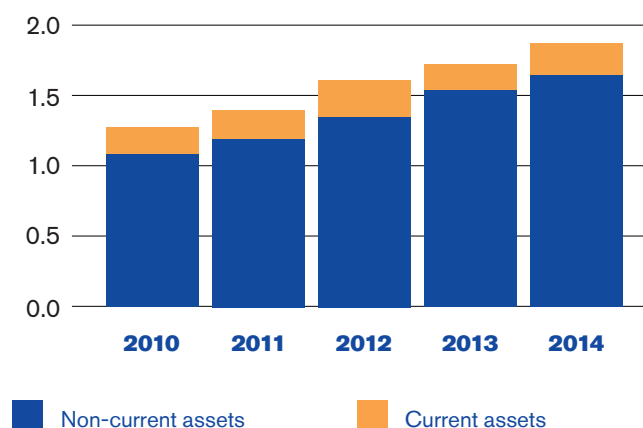


Total income

	2010	2011	2012	2013	2014
	\$m	\$m	\$m	\$m	\$m
Government contributions	225.8	262.8	289.1	303.1	282.0
Student contributions	191.2	199.0	216.8	252.2	259.3
Research	76.1	86.8	92.2	83.2	93.1
Other	53.2	50.5	59.0	61.3	59.9
Total income from operations	546.2	599.1	657.1	699.8	694.3

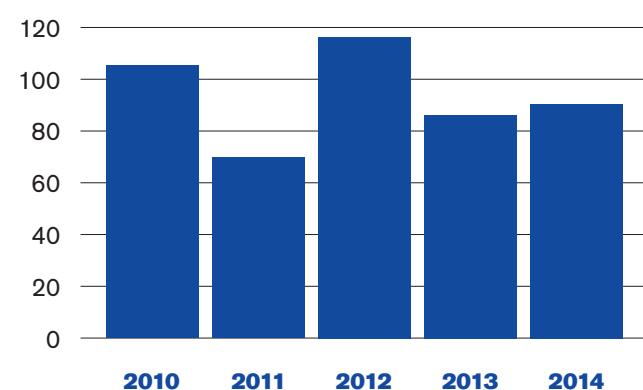
Data source: University finance system

Total assets (\$bn)



The University's operating activities generated cash of \$90.4m during 2014 (2013: \$86.3m). There was a significant cash investment in property, plant and equipment again in 2014, with a cash outlay of \$93.7m (2013: \$93.8m). These funds were used to maintain existing infrastructure and to build new student accommodation facilities which added an extra 778 beds, thereby doubling on-campus accommodation. The University's cash and cash equivalents at the end of the year increased by \$6.6m to \$19.3m. The increase in the closing cash position was necessary to provide funds for the final payments for the student accommodation project in January 2015.

Net cash inflow from operating activities (\$m)



Strategic performance

The Finance Plan strategic priorities for 2014 were:

- targeted infrastructure investments
- responsible financial management practices
- grow and diversify revenue base.

Targeted infrastructure investments

We continued to invest in the renewal of existing facilities and targeted strategic investment in Newcastle Institute for Energy and Resources (NIER), the Medical Sciences Building and Tamworth Education Centre (TEC). The NeW Space project will support the revitalisation of Newcastle city centre and initial site preparation work commenced in 2014 for this state-of-the-art, collaborative facility.

Responsible financial management practices

As part of our commitment to building capability, an external review of the Finance function was completed in April 2014 and resulted in the introduction of a strategic program of realignment to enable Financial Services to respond to the challenges of an ever-changing higher education environment. Several financial management initiatives flowed from this review:

▪ strengthening the budget framework

We implemented the first stage of a dynamic budgeting model to provide flexible forecasting solutions. This incorporates a revised budget approach to provide transparency, consultation and partnering with the University's Faculties and Divisions.

▪ managing salary expenditure

A staff profile framework was introduced across the principal operating activities of the University that supports improved salary expenditure management.

▪ access to financial information for decision-making

Understanding the financial impacts of the rapidly changing higher education environment continues to be a key focus for Financial Services. Preparedness to respond is vital for ongoing sustainability and in 2014 management examined a range of scenarios and consequent operational and structural actions.

Grow and diversify revenue base

Leveraging our innovative research findings to deliver valuable solutions to the community was a major focus area in 2014. Revenue from consultancies and contracts grew by 11.1 per cent to \$78.2m in 2014 (2013: decrease of 7.5 per cent). The ability to source a higher proportion of funding from industry is evidence of our closer relationships with industry, business and the community in 2014.

Financial results and budget

University of Newcastle – parent entity

	2014 \$m Actual	2014 \$m Budget	2013 \$m Actual*	2013 \$m Budget
Revenue from continuing operations				
Australian Government financial assistance	440.8	425.2	454.7	410.8
State and Local Government financial assistance	2.1	11.0	0.6	1.2
HECS-HELP - Student payments	8.2	8.4	9.1	9.0
Fees and charges	105.7	121.1	106.0	127.9
Investment revenue	21.2	14.5	20.8	11.5
Royalties, trademarks, and licences	0.1	0.1	0.1	0.0
Consultancies and contracts	63.8	67.1	57.4	60.7
Other revenue	34.2	25.7	27.5	24.6
Total revenue from continuing operations	676.1	673.1	676.2	645.7
Gain on disposal of assets	-	-	1.2	-
Total income from continuing operations	676.1	673.1	677.4	645.7
Expenses				
Employee related expenses	(364.8)	(377.8)	(359.5)	(358.0)
Depreciation and amortisation	(36.4)	(42.0)	(36.0)	(41.5)
Repairs and maintenance	(27.6)	(28.4)	(31.0)	(24.4)
Borrowing costs	(5.1)	(4.8)	(4.9)	(4.8)
Impairment of assets	0.5	(0.3)	(1.3)	(0.3)
Loss on disposal of assets	(8.7)	(0.0)	(1.1)	(0.0)
Other expenses	(184.2)	(182.1)	(180.4)	(190.9)
Total expenses from continuing operations	(626.2)	(635.3)	(614.2)	(619.9)
Operating result for the year	49.9	37.8	63.2	25.8

* 2013 results have been restated. Further information is provided in note 39 in the Financial Statements on p111.

Looking forward

Planned activities for the year ahead include:

- reviewing key drivers of our financial performance, including pricing and program viability, and re-examining our cost base to ensure ongoing financial sustainability

- implementing the second phase of the budget model which aims to incentivise long-term performance and ensure financial accountability and ongoing financial sustainability
- further refining the Long Term Financial Plan
- continuing to invest in core education and research strategies that support and improve the student experience
- establishing alternative sustainable revenue streams.



Report of operations

Governance and Management

Council members take an active interest in University life to gain a better understanding of the organisation. A major part of that responsibility is participating in special events throughout the year. Here, Chancellor P.E. (Paul) Jeans and Elder in Residence, Bronwyn Chambers unveil the Acknowledgement sign as part of the Central Coast campus 25 year celebrations.

At the University of Newcastle we are committed to ensuring our governance practices embody our purpose, strategy and values, fulfil our statutory functions effectively and meet public expectations of probity, accountability and transparency.

We foster a culture that values high ethical standards, personal and institution integrity and respect for others. We live our values and adhere to the standards required by our Code of Conduct when dealing with each other, our students and other stakeholders.

Good governance is the responsibility of Council and our senior management team, and good governance principles are embedded throughout the University community.

Basis of authority

The University of Newcastle is a statutory body established under the *University of Newcastle Act 1989* (the Act). The Act and the University of Newcastle By-law 2005 (the By-law) set out the powers and functions of the University and how these must be performed.

Under Section 6 of the Act, the object of the University is the promotion, within the limits of the University's resources, of scholarship, research, free enquiry, the interaction of research and teaching, and academic excellence. In the provision of these educational and research facilities the University has particular regard to the needs of the Hunter region, the Central Coast and surrounding areas.

University Council

Council members represent the interests of the University and the community, contributing expertise in a diverse range of areas including higher education, strategy, financial, commercial, legal, major capital program oversight and planning. Part of the Council's commitment to high-quality governance is expressed through our approach to engaging and communicating with our communities – in our region, nationally and globally.

Ex-officio members

Chancellor

Mr P.E. (Paul) Jeans, BE(UNSW), FIEAust, FAICD

Vice-Chancellor and President

Professor Caroline McMillen, MA, DPhil(Oxon), MB, BChir(Cantab)

President of Academic Senate

Professor Mark Jones, BSc(Hons), PhD(CNAA), FIMechE, CEng, FIEAust, CPEng

External members appointed by the Minister

Conjoint Professor Geoff Lilliss BE(Hons), MBA(Merit) (Newcastle), FIEAust, MAICD

1/9/2011 to 31/8/2014; 1/9/2014 to 31/8/2018

Mr Bob Kennedy, BEc(ANU), FCPA

1/2/2014 to 31/1/2017

External members appointed by Council

Deputy Chancellor: Ms Dianne Allen JP,

BCom(Newcastle), CA, GAICD, AMICDA

1/1/2013 to 31/12/2014

Ms Sharryn Brownlee, MAICD

1/1/2013 to 31/12/2014

Mr Peter Cockbain, BScEng(Newcastle), FIEAust, CPEng, FIPENZ, FTSE

1/1/2013 to 8/2/2015

Mr Brian Kennaugh, BBus(Newcastle), MAICD

27/5/2013 to 31/12/2015

Dr Geoffrey Leonard AM, BCom, HonDBus(Newcastle), FCA, FCPA, FAICD

1/11/2011 to 31/12/2014

Ms Michelle McPherson, BBus(Accounting)(UTS), CA, GAICD

9/7/2014 to 31/12/2014

Ms Deborah Wright, DipTeach(Newcastle), MBA(SCU), FAMI, CPM

1/1/2013 to 31/12/2015

The Hon John Price AM JP, OFIE Aust, IEng, IMarEng(UK), MIMarEST(UK), GAICD

1/1/2013 to 24/5/2014

Academic staff members – elected

Professor Pablo Moscato, BSc(La Plata), PhD(UNICAMP)

1/9/2014 to 31/08/2016

Dr Roslyn Larkin, BBus(Hons), PhD(Newcastle)

1/9/2014 to 31/08/2016

Dr Tom Griffiths, Ed(Hons), PhD(Newcastle), GradCert, TESOL(UTS)

14/9/2012 to 31/8/2014

Associate Professor Wayne Reynolds, BA, PhD(Newcastle)

1/1/2014 to 31/8/2014

Non-academic staff member – elected

Ms Nerida Lithgow, BA(Newcastle)

1/9/2014 to 12/2/2015

Ms Leanne Holt, Dip HR(HIT), MME(Newcastle)

14/9/2012 to 31/8/2014

Student member – elected

Mr Vivak Bhavitheren Ravindran

1/1/2014 to 31/12/2014

Role and responsibilities of the Council

The Council is the governing body of the University of Newcastle. By virtue of Section 16 of the *University of Newcastle Act 1989*, Council has responsibility for the management of the affairs and concerns of the University by providing leadership and guidance to the University to achieve its strategic priorities, manage strategic risks, monitor financial and operational performance and comply with relevant codes, practices, laws, standards and directions.

Reports to Council are prepared by management and from various committees in accordance with the meeting agenda and annual reporting plan, and include recommended actions for approval.

The matters that the Council has specifically reserved for its decision are:

- appointments to the position of Vice-Chancellor
- approval of the University's mission and strategic direction
- approval of the Corporate Plan, strategic priorities and annual budget
- determination of capital and non-capital items in accordance with the approved delegations of authority
- determination and adoption of documents (including the publication of reports that are required by legislation or by other external regulators)
- approval of commercial activities
- oversight of academic activities including the conferral of degrees and awards
- oversight of controlled and associated entities

The Vice-Chancellor is the delegated authority to take decisions and actions that further the objectives of the University.

The Vice-Chancellor remains accountable to the Council for the authority that is delegated and for the performance of the University. The Council monitors the performance of the University to gain assurance that progress is being made towards the University purpose in accordance with assurance frameworks.

The Council evaluates its activities on a regular basis taking into account:

- matters considered by the Council (including time spent on those matters)
- legal and governance requirements of the Council and its committees
- the outcomes of any review processes.

In 2014, an externally facilitated review of the Council and a range of improvements to the Council's work and effectiveness

was agreed, including the formalising of focused strategy and governance workshops and a refreshed meeting format.

A review of the University's compliance with the Voluntary Code has been completed for 2014. Attendance at Council and Council committee meetings during 2014 is set out in the table on p52.

Council and its committees

The University Council has an established committee structure to assist it in exercising its authority, including monitoring the performance of the University to gain assurance that the organisation is meeting its strategic and overall performance objectives.

In 2014, the Council reviewed its committee structure to ensure ongoing efficiency and effectiveness. The key change saw the separation of the Audit and Risk Management Committee into two dedicated committees. The new structure came into effect on 1 July 2014.

Committees operating 1 January 2014 to 30 June 2014

Audit and Risk Management Committee

2014 Chair: Mr Brian Kennaugh

- assisted Council in governance responsibilities by reviewing the integrity of the University's financial statements and related disclosures, conformance with ethical standards and legal compliance, ensuring adequate systems of internal control and risk management operated, reviewed the annual internal audit plan and liaised and monitored relationships with the external auditor and Office of the Auditor-General.

Controlled and Associated Entities Subcommittee

2014 Chair: Mr Peter Cockbain

- assisted Council on the application of the Governance Framework for Controlled Entities, and overseeing the application of the Commercial Activities Guidelines
- approval functions are in relation to the monitoring of performance, systems of control and accountability relating to our controlled and associated entities and commercial activities.

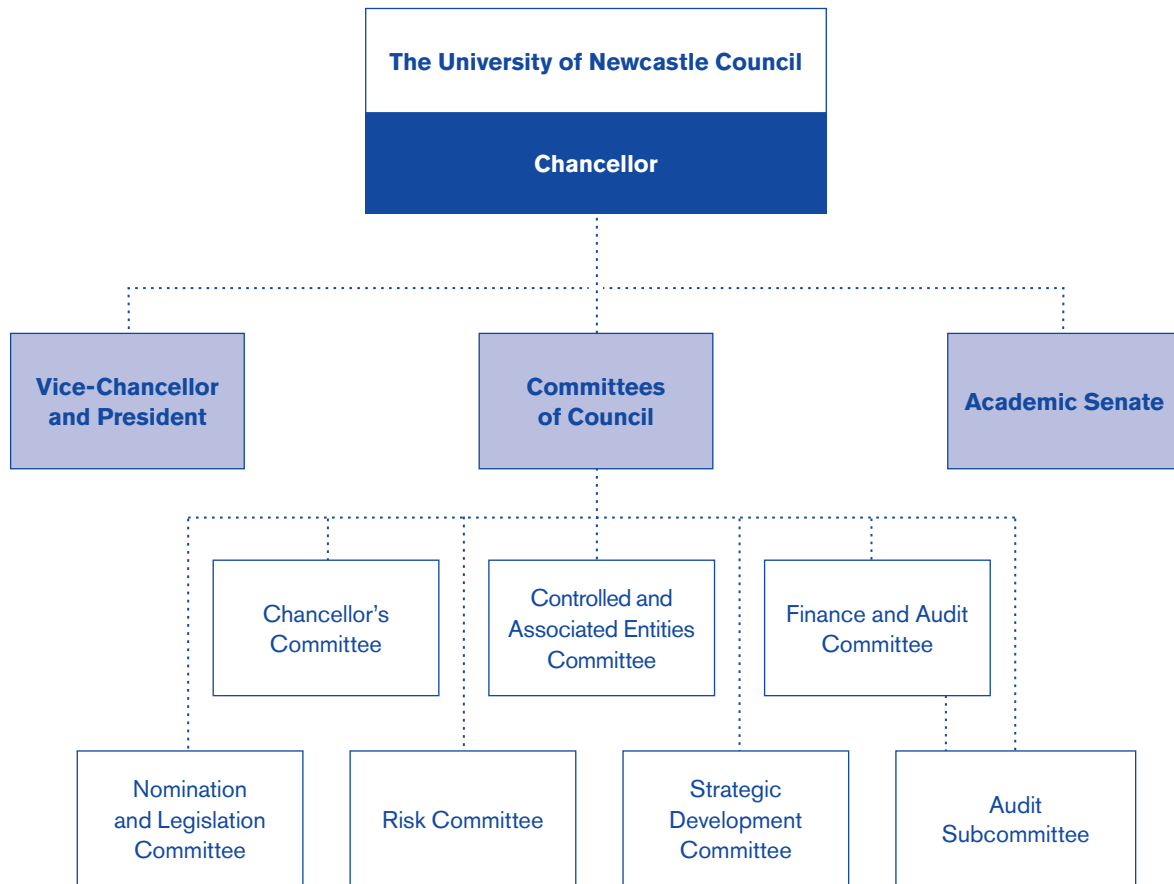
Executive and Senior Remuneration Committee

2014 Chair: Chancellor Mr P.E. (Paul) Jeans

- considered matters of reputation and the efficient running of the University business, in addition to the appointment, review and remuneration of executive and senior staff

Governance Framework

31 December 2014



- advised Council in relation to the outcome of the Committee's consideration of urgent business matters under delegated authority, and on the performance of the Council, Vice-Chancellor performance and senior executive remuneration.

Finance Committee

2014 Chair: Ms Dianne Allen JP

- advised Council on the monitoring and review of the University's financial affairs, such as the annual budget (including capital expenditure), business plans, investments, commercial borrowings, oversight of long-term financial planning and oversight of the activities of the University's controlled entities.

Committees Operating 1 July 2014 to 31 December 2014

Audit Subcommittee

2014 Chair: Ms Dianne Allen JP

- established as a subcommittee of the Finance and Audit Committee - the independence, integrity and experience of this committee are key strengths to providing insight

and enhancing the operations of the University

- assists Council to oversee the internal auditor's independence, the performance of the University's internal audit function, including the systems of disclosure controls and procedures, internal controls over financial reports and compliance obligations of and by the University
- approval functions in relation to the function of internal audit and the scope of the external auditor's annual audit.

Chancellor's Committee

2014 Chair: Chancellor Mr P.E. (Paul) Jeans

- committee retitled during the year (formerly the Executive and Senior Remuneration Committee)
- Terms of Reference remained largely consistent with the Executive and Remuneration Committee of Council.

Controlled and Associated Entities Committee

2014 Chair: Mr Peter Cockbain

- established as a standing Committee of Council (formerly the Controlled and Associated Entities Subcommittee)
- Terms of Reference remained largely consistent with those outlined for that subcommittee.

Members	Council		Committees in existence from 1 January 2014 to 30 June 2014					Committees in existence for whole year		Committees in existence from 1 July 2014 to 31 December 2014				
	Council Ordinary meetings	Council Special meetings	Audit and Risk Management	Joint Audit and Risk Management and Finance	Controlled and Associated Entities Subcommittee	Executive and Senior Remuneration	Finance	Nominations and Legislation	Strategic Development	Audit Subcommittee	Chancellor's Committee	Controlled and Associated Entities	Finance and Audit	Risk
Mr P.E. (Paul) Jeans	7/7	2/2	-	1/1	2/2	3/3	2/2	6/6	5/5	-	1/1	-	-	3/3
Professor Caroline McMillen	7/7	2/2	-	1/1	2/2	3/3	2/2	6/6	5/5	-	1/1	3/3	3/3	3/3
Professor Mark Jones	7/7	1/2	-	-	-	3/3	-	4/6	4/5	-	1/1	-	-	-
Conjoint Professor Geoff Lilliss	5/7	1/2	-	-	-	2/3	-	-	5/5	-	1/1	-	-	-
Mr Robert Kennedy	5/5	1/2	-	-	1/1	-	1/1	-	3/4	1/2	-	2/3	2/3	-
Ms Dianne Allen JP	7/7	2/2	-	1/1	-	3/3	2/2	-	-	2/2	1/1	3/3	3/3	2/3
Ms Sharryn Brownlee	6/7	2/2	2/2	1/1	2/2	-	-	5/6	-	2/2	-	2/3	3/3	-
Mr Peter Cockbain	3/7	2/2	1/2	1/1	1/2	-	-	-	2/5		-	2/3	-	2/3
Mr Brian Kennaugh	6/7	1/2	2/2	0/1	-	-	-	-	-		-	-	-	3/3
Dr Geoff Leonard AM	7/7	2/2	2/2	1/1	-	-	2/2	5/6	-	2/2	-	-	3/3	3/3
Ms Michelle McPherson	2/3	0/0	-	-	-	-	-	-	-	1/1	-	-	1/1	2/2
Ms Deborah Wright	5/7	1/2	-	-	-	-	-	-	2/5	-	-	-	-	-
The Hon John Charles Price AM JP	3/3	1/1	-	1/1	-	2/2	2/2	-	-	-	-	-	-	-
Professor Pablo Moscato	2/3	0/0	-	-	-	-	-	-	1/1	-	-	-	-	-
Dr Roslyn Larkin	3/3	0/0	-	-	-	-	-	-	-	-	-	1/1	-	-
Dr Tom Griffiths	2/4	0/2	-	1/1	-	-	2/2	-	-	-	-	-	-	0/1
Associate Professor Wayne Reynolds	4/4	1/2	-	-	-	-	-	-	-	-	-	-	1/1	-
Ms Nerida Lithgow	2/3	0/0	-	-	-	-	-	-	-	-	-	-	-	1/1
Ms Leanne Holt	3/4	2/2	-	-	1/2	-	-	-	0/1	-	-	-	-	-
Mr Bhavi Ravindran	6/7	1/2	-	-	-	-	-	-	2/3	-	-	2/3	-	-

Finance and Audit Committee

2014 Chair: Ms Dianne Allen JP

- assists Council in overseeing the integrity of the University's financial statements, accounting and financial reporting processes, investment strategy and finance-related legal and regulatory requirements
- oversees the University's systems of disclosure controls and procedures, and compliance with ethical standards adopted by the University
- approval functions relating to financial policies, making of loans and grants to students, and imposing fees, charges and fines on behalf of Council.

Risk Committee

2014 Chair: Mr Brian Kennaugh

- established by Council recognising the increased importance and benefits of a focused strategic risk management approach
- assists Council in evaluating the soundness of the system of risk, including risk management processes, identifying risks that are material to achieving the strategic plans and facilitating assurance that risk exposures are being managed appropriately
- approval functions relating to risk management policies and setting expectations for reporting of risk.

Committees operating for full reporting period

Nominations and Legislation Committee

2014 Chair: Chancellor Mr P.E. (Paul) Jeans

- established in accordance with the *University of Newcastle Act 1989*
- assists Council on governance matters, statutory and regulatory compliance activities and honorary appointments
- approval functions are in relation to policies relating to statutory or regulatory requirements, and conferral of the title Professor Emeritus, honorary degrees and exceptional service medals.

Strategic Development Committee

2014 Chair: Conjoint Professor Geoff Lilliss

- assists Council in its consideration of strategic direction, education, research and innovation, future workforce strategic integration, and physical and virtual capital strategic objectives including ventures and major projects
- conducts strategic assessments of commercial activity proposals.

Academic Senate

2014 Chair: Professor Mark Jones, President of Academic Senate

- established in accordance with the *University of Newcastle Act 1989*. Principal academic body and primary forum for debate on academic issues in the University, with responsibility to promote and enhance

the excellence of academic activities in our institution

- assists Council through facilitating academic quality assurance processes, academic policy and advice on academic strategy, including Australian Qualifications Framework (AQF) compliance and Tertiary Education Quality and Standards Agency's (TEQSA) Higher Education Sector Framework implementation
- supported by a committee structure including Program Course and Approval, Teaching and Learning, and Research Committees, and five Faculty Boards.

For further information about Academic Senate program development please see p119.

Council nominees appointed to controlled and associated organisations

Members of Council are also nominated or appointed by Council to membership of other University-related organisations. In 2014 these nominations/appointments included:

- Council member appointed to the Board of UoN Services Ltd – Mr Peter Cockbain
- Council member appointed to the Board of NUSport – The Hon John Price AM JP

Risk governance framework

The identification and management of risk is central to achieving the institution's purpose and creating long-term sustainability.

Our approach to risk is based on the Australian/New Zealand Standard for Risk Management (AS/NZ 31000:2009).

The Council retains overall accountability for the University's risk profile. The oversight of risk management is also contained within the role of each Committee of Council via its Terms of Reference.

Each year, the Council reviews and considers the University's risk profile, which covers both operational and strategic risks. The risk profile is assessed to ensure it supports the achievement of the University's strategy.

Internal control

Council is responsible for ensuring an effective system of internal control over the financial and related operations of the University. The Vice-Chancellor, as the Principle Executive Officer, is responsible for operationalising the internal control framework and Risk Management Policy.

The Vice-Chancellor provides assurance to Council annually on the systems of control and accountability for the University (including in relation to controlled entities) as part of the Management Internal Control process accompanying the University's financial statements.

Insurance

Our suite of insurance policies is reviewed and renewed annually, with the insurance period commencing 1 November each year. A broker is engaged to help manage this process and to ensure that optimal and cost-effective coverage is obtained. The Council reviews activities throughout the year to ensure that any new initiatives are adequately insured. Details of policies that are relevant to staff and students are published on the University website. Indemnification arrangements are in place for the members of Council, the University Secretary, the General Counsel and members of the Executive.

Ethical and responsible decision-making

We foster a culture that strongly values ethical behavior underpinned by integrity, respect and professionalism throughout the organisation. Our Code of Conduct governs our community in their day-to-day activities and decisions, and dealings with clients, colleagues and stakeholders.

Honesty, fairness, trust, accountability and respect are core ethics for all University staff. Policies such as Conflicts of Interest, Ethical and Accountable Conduct, Code of Ethical Academic Conduct and Responsible Conduct of Research are in place to provide ethical guidance and support to our community in their specific responsibilities.

In line with our ethical culture the University complies with a significant number of legislative requirements, professional standards and internal controls in order to ensure the provision of timely and transparent information for our stakeholders and the general public.

Further information can be found in the Appendices.

- Consumer Response – p137
- GIPA – p134
- Internal review – p138
- PID – p137
- Privacy – p134

University Management

The Vice-Chancellor and President is Principal Executive Officer of the University with responsibility for the operation and management of the University, and chairs the University's Executive Committee. The Executive Committee met weekly in 2014. Its membership comprised both Deputy Vice-Chancellors, the Chief Operating Officer, Pro Vice-Chancellors and the Chief Financial Officer. The Executive Committee's consideration of matters is underpinned by a number of committees and Faculty boards that undertake detailed analysis and planning in particular areas of expertise and interest.

Key matters considered at the Executive Committee in 2014 included:

- development of the University's *NeW Futures Strategic Plan 2016–2025*
- impact of changes to the external higher education environment on the University's operations and financial sustainability
- academic program and course viability
- enterprise bargaining and the finalisation of the University's Enterprise Agreement with staff
- transition of UoN Services Ltd into the University
- workplace health and safety

Senior Executives

Vice-Chancellor and President

Professor Caroline McMillen

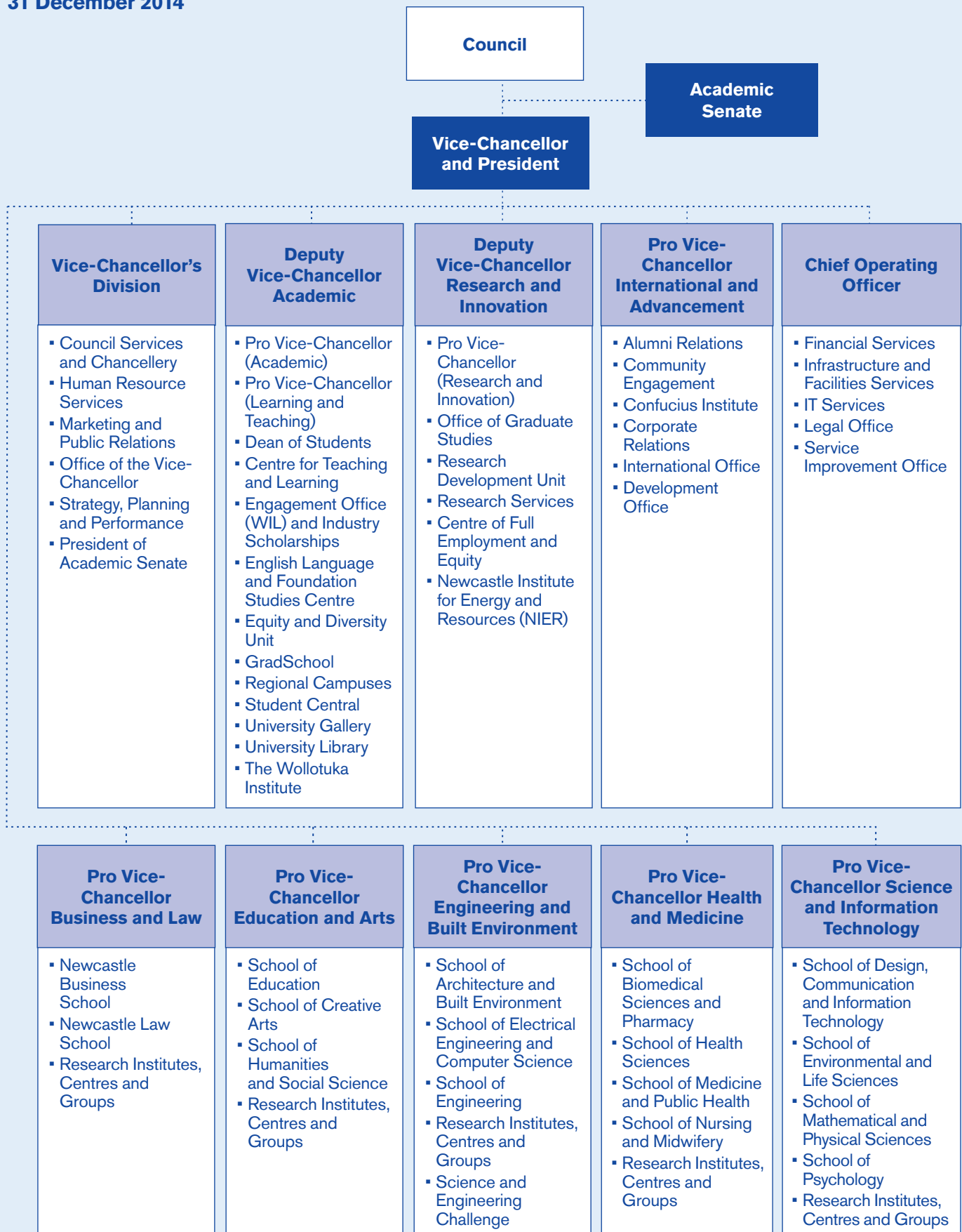
MA, DPhil(Oxon), MB, BChir(Cantab)

Professor Caroline McMillen was appointed Vice-Chancellor and President of the University of Newcastle in October 2011. Throughout her 30-year career in the higher education sector, Professor McMillen has served in research, innovation and teaching leadership positions, as well as national and international roles in medical and health research, strategy and policy development. Prior to moving to Newcastle, she was Deputy Vice-Chancellor and Vice-President of Research and Innovation at the University of South Australia. Her previous academic positions have included Professor, Head of the Department of Physiology and Dean of Science at the University of Adelaide.

Professor McMillen is a current Director of the Business Higher Education Round Table, a BE Sydney Ambassador, and member of the NSW Innovation and Productivity Council. She has also served as Convenor of the NSW Vice-Chancellors' Committee (2013–2014), member of the Prime Minister's Science, Engineering and Innovation Council Working Group on Aboriginal and Torres Strait Islanders focusing on maternal and perinatal health, and

Organisational chart

31 December 2014



has chaired grant review panels for the Australian Research Council and National Health and Medical Research Council. One of the inaugural Fellows of the Australian Academy of Health and Medical Sciences, she has served on a range of international disciplinary bodies, Cooperative Research Centre Boards, as well as on a number of industry and government leadership groups focused on climate change, innovation, defence, manufacturing and the automotive industry.

As a biomedical researcher, Professor McMillen is internationally recognised for her work on the impact of the nutritional environment before birth on the risk of developing cardiovascular disease and obesity in adult life. She holds a Bachelor of Arts (Honours) and Doctor of Philosophy from Oxford University, and completed her medical training graduating with an MB, BChir at the University of Cambridge.

Acting Pro Vice-Chancellor (Health and Medicine)

Laureate Professor John Aitken

BSc, MSc, PhD(*Cantab*), ScD(*Cantab*), FSRB, FRSE, FAA

Laureate Professor John Aitken commenced as Acting Pro Vice-Chancellor of the Faculty of Health and Medicine in May 2013. Laureate Professor Aitken joined the University in 1988 as Professor of Biological Sciences and later served as Director of the ARC Centre of Excellence in Biotechnology and Development. He is an internationally recognised authority in reproductive science having published more than 500 articles on this topic, which have received over 16,000 citations. He was awarded an Honorary Professorship by the Faculty of Medicine, University of Edinburgh (1992) and is a Fellow of both the Royal Society of Edinburgh, the Royal Society of NSW and the Australian Academy of Science. He is President of the International Society of Andrology and in 2012 was named as NSW Scientist of the Year.

Pro Vice-Chancellor (Learning and Teaching)

Professor Liz Burd

BEd(Hons)(CNA), PG Cert, MSc, DPhil(*York*)
PhD(*Dunelm*), FHEA, SMIEEE

Professor Liz Burd joined the University in 2013 as Pro Vice-Chancellor (Learning and Teaching). Prior to this she held the position of Dean of Undergraduate Education and Chair of Information Technology at Durham University. Professor Burd has gained a significant international reputation in the field of education and has chaired a number of high-profile international committees including that of Vice-President for the IEEE Computer Society. Professor Burd is a Fellow of the Higher Education Academy, as a Senior Member of the IEEE and IEEE Computer Society, and a Member of the American Educational Research Association. She has

produced over 60 articles on software engineering and 30 on computing education and has garnered millions of dollars in research funds.

Pro Vice-Chancellor (Business and Law)

Professor Richard Dunford

BCA, BA(Hons)(*Well*), PhD(*ANU*)

Professor Richard Dunford joined the University as Pro Vice-Chancellor (Business and Law) in July 2012. Prior to this he was Professor of Business Strategy and Chair of International Business at the University of Sydney. His main areas of research are strategy innovation and the development of new organisational forms. Professor Dunford has produced over 100 published papers, been the recipient of multiple Australian Research Council grants and is a Distinguished Fellow of the Australia and New Zealand Academy of Management. He has held positions in both business and government and has worked as a consultant on strategy, change and executive development for a broad range of organisations.

Chief Financial Officer

Mr Paul Dunn

BCom(*Newcastle*), FCPA

Mr Paul Dunn joined the University in December 2014 as Chief Financial Officer. In this role he has strategic and operational responsibility for the University's finance, accounting, investment and financial compliance functions. He has over 15 years' experience in senior finance and operational roles in the private sector both in Australia and overseas. Prior to joining the University Mr Dunn worked at BHP Billiton for 30 years.

Pro Vice-Chancellor (International and Advancement)

Mrs Winnie Eley

BEd(Hons), MBA(*Nottingham*)

Mrs Winnie Eley joined the University as Pro Vice-Chancellor (International and Advancement) in May 2013. Prior to this appointment, Mrs Eley was the Founding Director of International Affairs at The Hong Kong Polytechnic University (PolyU). She held a concurrent appointment as Acting and Inaugural Director of Advanced Executive Education at PolyU between 2011 and 2012. She has spent the last 15 years devising international development strategy as well as developing whole-institution approaches and associated systems and partnerships in international education. Her skills further encompass leading and managing a range of diverse portfolios from scholarships, science, creative industries, alumni relations, transnational education, marketing and communications, to high-level policy collaborations.

Pro Vice-Chancellor (Education and Arts)

Professor John Germov

BA(*Chisholm*), MA(Sociology)(*Monash*), PhD(*Newcastle*)

Professor John Germov was appointed to the role of Pro Vice-Chancellor (Education and Arts) in 2011, having served at the University since 1993. He is the President of the Australasian Council of the Deans of Arts, Social Sciences and Humanities (DASSH), the peak national body on research and teaching in humanities and social sciences. He is an internationally-recognised sociologist, with 19 books published to date. Professor Germov is a former President of the Australian Sociological Association and has served on the Executive of the International Sociological Association. In 2010, he received the prestigious Outstanding Service to the Australian Sociological Association Award. Within the University he is responsible for leading the development and implementation of the Future Workforce Plan as part of the University's *NeW Directions Strategic Plan 2013–2015*.

Deputy Vice-Chancellor (Research and Innovation)

Professor Kevin Hall

BSc(Hons), MSc, PhD(*UNSW*)

Professor Kevin Hall joined the University as Deputy Vice-Chancellor (Research and Innovation) in March 2014 and is responsible for the University's diverse and comprehensive research enterprise and acts as the University's chief research officer. Professor Hall was previously Vice President (Research and External Partnerships) at the University of Guelph, Canada and prior to that held various roles at Queen's University, Canada over a 20-year period including the Natural Sciences and Engineering Research Council of Canada University Research Fellow, Department Head (Civil Engineering), Director of the Centre for Water and the Environment, and Chair of the Advisory Board for the Institute for Population and Public Health. Professor Hall carries out transdisciplinary research across a number of major themes including water quality modelling, development of environmental monitoring and pathogen detection systems, syndromic surveillance, and water and health in marginalised communities. His research has been incorporated into Engineering Design Manuals both nationally and internationally. Professor Hall is a current board member of Intersect, Newcastle Innovation and the Hunter Medical Research Institute. He is a past board member of Bioconversion Network, TRIUMF (Canada's national laboratory for particle and nuclear physics), C4 Network (Technology transfer consortium), Canadian Bovine Mastitis Network, Guelph-Waterloo Biotechnology Partnership, the Accelerator Centre, SHARCNET (high performance computing network), Allergen (Canadian Centre of Excellence), Pathogen Detection Systems and the Lifestyle Research Network. Professor Hall is a member of a number of professional and learned engineering societies.

Pro Vice-Chancellor (Research and Innovation)

Professor Deborah Hodgson

BA(Hons), MSc(*Macquarie*), PhD(*Macquarie*), Registered Psychologist

Professor Hodgson is a highly respected Neuroimmunologist whose research has made significant contributions in the field of fetal programming. During her research career, Professor Hodgson has published in excess of 90 refereed journal papers and two books, and has facilitated major international collaborations with partners in the USA, Canada, Israel, New Zealand, Sri Lanka, the Netherlands and the UK. In addition to her role as Pro Vice-Chancellor (Research and Innovation), Professor Hodgson is also Director of the University's Laboratory of Neuroimmunology. As Pro Vice-Chancellor (Research and Innovation), Professor Hodgson has been instrumental in improving research and research training opportunities and support at the University. She has provided strong leadership in driving the University's research and innovation agenda with a particular focus on engagement with industry, business and our stakeholder community. Professor Hodgson's work has supported enhanced entrepreneurial activity and research commercialisation at the University. Professor Hodgson has substantial expertise in working with all levels of government and relevant national and international agencies across the sector. She has built an excellent network of industry and academic partners, and is a highly respected senior leader across the University and the sector.

Pro Vice-Chancellor (Science and IT)

Professor Bill Hogarth

BSc(Hons)(*UNSW*), PhD(*Newcastle*), FIMA, CMATH, FAustMS

Professor Bill Hogarth was Pro Vice-Chancellor (Science and Information Technology) from 2002 until his retirement in November 2014 and was responsible for the teaching and learning, research, community engagement and staffing activities of the Faculty. Professor Hogarth also held the role of Pro Vice-Chancellor (Academic) between 2009 and 2014, with responsibility for the overall university student experience and line management for the Library, the Centre for Teaching and Learning, the Equity and Diversity Unit, Industry Scholarships and the Dean of Students. Prior to joining the University, Professor Hogarth was Dean of the Faculty of Environmental Sciences at Griffith University. He is an Emeritus Professor of Griffith University and the University of Newcastle.

Chief Operating Officer

Mr Nat McGregor

BCom(*Newcastle*), MBA(*Deakin*), DipFinSvs(Risk Mgt), GAICD, CPA

Mr Nat McGregor was appointed as the University of Newcastle's Chief Operating Officer in May 2013, and is responsible for the Resources Division and leading the development and implementation of the Campus, Capital and IT Plan and Finance Plan as part of the University's Strategic Plan. Mr McGregor has been in the tertiary education sector for 16 years, and has served as the Commercial Manager/

Finance Manager, Director of Risk and Commercial Services and Acting Deputy Vice-Chancellor (Services) for the University prior to his appointment as the Chief Operating Officer. Mr McGregor has also served as Chief Executive Officer for UoN Services, a controlled entity of the University and has extensive private sector experience in senior financial and commercial management positions. He is a Graduate Member of the Australian Institute of Company Directors and a Fellow of the Australian and New Zealand Institute of Insurance and Finance. Mr McGregor is a qualified CPA and holds a Bachelor of Commerce and Masters of Business Administration. He currently serves as a Director for Hunter Medical Research Institute, NuSport and has previously served on the Boards and Board Subcommittees for Newcastle City Council and the Australian University Procurement Consortium.

Interim Pro Vice-Chancellor (Science and IT)

Professor Eileen McLaughlin

BSc(Hons)(Glasgow), PhD(Bristol), FSRB

Professor Eileen McLaughlin was appointed Pro Vice-Chancellor (Science and Information Technology) in November 2014 after more than a decade in various senior roles at the University of Newcastle including Deputy Head of Biological Sciences, Co-Director of the Priority Research Centre in Chemical Biology and Deputy Director of the Priority Research Centre in Reproduction. She held prior research roles at the University of Bristol and CSIRO, and during her career has made a significant contribution to a number of major scientific discoveries, including the link between female endometriosis, oocyte dysfunction and fertilisation. Professor McLaughlin's current research is concentrated in two main areas, spermatogenesis and folliculogenesis, and she has established several strong national and international contributions in the UK, Europe and USA. She is the recipient of numerous awards including the RCRH Award for Research Excellence from the Society for Reproductive Biology, and in 2011 she was elected a Fellow and President of the Society (2012–2015). Professor McLaughlin is a member of the ARC College of Experts and NHMRC GRP and a reviewer for The Wellcome Trust (UK), NIH and NSF (USA). In 2014, her work on the link between maternal smoking and infertility in male offspring was featured in *TIME* magazine.

Acting Pro Vice-Chancellor (Engineering and Built Environment)

Professor Brett Ninness

BEng, MEng, PhD(Newcastle)

Professor Brett Ninness commenced as Acting Pro Vice-Chancellor of the Faculty of Engineering and Built Environment in May 2013. His research interests are in the areas of dynamic system modelling, system identification, and stochastic signal processing, in which he has authored over 100 papers. He has served on the editorial boards of *Automatica*, *IEEE Transactions on Automatic Control* and as Editor in Chief for *IET Control Theory and Applications*.

Professor Ninness has formerly served on the Australian Research Council College of Experts and has served as chair of international committees, including the International Federation of Automatic Control (IFAC) Technical Committee on Modelling, Identification and Signal Processing, and the Institute of Electrical and Electronic Engineers (IEEE) Technical Committee on System Identification and Adaptive Control. Professor Ninness is a current board member of the International Energy Centre.

Deputy Vice-Chancellor (Academic)

Professor Andrew Parfitt

BE, PhD(Adelaide), FIEAust

Professor Andrew Parfitt joined the University in December 2012 as Deputy Vice-Chancellor (Academic). His responsibilities encompass the academic administration of the University, supporting a positive and productive student experience, maintaining the quality and distinctiveness of the University's academic programs and creating an on-campus and online environment conducive to student learning and engagement. He is also Chair of UON Singapore and was a member of the Board of UoN Services. Prior to joining the University, Professor Parfitt was Pro Vice-Chancellor: IT, Engineering and the Environment at the University of South Australia. He is internationally recognised for his contributions to antennas and radio engineering and has served on many government and industry boards across a wide range of areas including defence, electronics, environment and space. He has been chair of the NSW and SA Sections of the Institute of Electrical and Electronics Engineers (IEEE) and chair of the Australian Academy of Science National Committee for Radio Science. He is currently a Director of the Universities Admissions Centre (UAC).

Appendices

Appendix A: Five year key statistics

	Category	2010	2011	2012	2013	2014	% change 2010-2014	% change 2013-2014
Number of students ¹	Total	35,484	35,935	37,443	39,130	40,206	13.3	2.7
	Commencing	16,812	16,661	17,575	18,257	18,763	11.6	2.8
Student load ²	Total	24,034	24,330	25,013	26,194	26,097	8.6	-0.4
	Undergraduate	17,953	18,296	18,605	19,096	18,980	5.7	-0.6
	Postgraduate	3,727	3,845	4,200	4,568	4,665	25.2	2.1
	Other	2,354	2,190	2,208	2,530	2,452	4.2	-3.1
Funding type ³	Commonwealth-supported	17,571	17,947	18,512	19,394	19,447	10.7	0.3
	Fee-paying overseas	4,966	4,816	4,789	4,908	4,571	-8.0	-6.9
	Fee-paying domestic	1,498	1,567	1,713	1,891	2,079	38.8	9.9
Award completions ⁴	Total	6,515	6,546	7,041	7,483	7,292	11.9	-2.6
	Undergraduate	4,338	4,152	4,416	4,466	4,419	1.9	-1.1
	Postgraduate	2,177	2,394	2,625	3,017	2,873	32.0	-4.8
Full-time staff (FTE) ⁵	Total	2,415	2,444	2,596	2,670	2,635	9.1	-1.3
	Academic	970	967	1,046	1,066	1,060	9.3	-0.6
	Non-academic	1,446	1,477	1,550	1,604	1,576	9.0	-1.8
Work function (FTE)	Teaching only	22	156	31	36	35	59.2	-2.6
	Research only	383	354	387	404	412	7.8	2.2
	Teaching and research	706	587	758	756	751	6.4	-0.6
	Other	1,305	1,347	1,420	1,475	1,437	10.1	-2.6
							% change 2010-2013	% change 2012-2013
Casual staff ⁶	Total	427	450	440	472	n/a	10.4	7.3
	Academic	265	297	282	296	n/a	11.8	5.0
	Professional	162	153	158	175	n/a	8.3	11.3

Sources

Student data source: MIS 27 February 2015

Staff data source: Department of Education Higher Education and Training Staff Statistics

Notes

1. Number of students represents the number of student enrolments in programs, full year.

2. Student load represents the sum of the load for each semester expressed in Equivalent Full-time Student Load (EFTSL), full year.

3. Funding Program Load expressed in Equivalent Full-time Student Load (EFTSL).

4. Award completions represents the number of completed program enrolments for undergraduate and postgraduate award programs.

Completion year is based on the official government completion year of April 1–March 31.

5. Staff full-time equivalent positions occupied by full-time and part-time staff members as at March 31 (excluding Independent Operations).

6. Casual staff full-time full year equivalent positions occupied during year (excluding Independent Operations). 2014 data is not available.

Rounding errors may occur.

Data subject to revision.

B: Academic program development

Academic Senate program development and assurance

During 2014 the Academic Senate and its committees reviewed the academic content of 84 new programs and recommended their establishment to Council. Council approved the establishment of these programs and the discontinuation of 106 existing programs (the majority of which have been replaced with new offerings). Professional accreditation was received for seven programs and 18 programs were externally reviewed.

Preparing for the AQF

The University finalised its review of all programs in preparation for the implementation of the new Australian Qualifications Framework (AQF) on 1 January 2015. As part of this review, the University disestablished programs with zero enrolments that have not been offered for some time. The University has also discontinued 106 programs (that is, we offered no new intakes). Teach-out arrangements are in place for students still enrolled in these programs.

Academic Senate program development

Faculty of Business and Law

- Master of Applied Finance
- Master of International Business
- Master of Human Resource Management
- Master of Marketing
- Master of Business Administration
- Graduate Certificate in Professional Accounting (note this was previously an exit only award and is now an entry and exit point for Master of Professional Accounting)
- Master of Business Research
- Master of Professional Accounting (Advanced)
- Master of Professional Accounting/Master of Business Administration
- Master of Business Administration/Master of Applied Finance
- Master of Business Administration/Master of Human Resource Management
- Master of Business Administration/Master of International Business
- Master of Business Administration/Master of Marketing

Faculty of Education and Arts

- Bachelor of Teaching (Early Childhood and Primary) (Honours)
- Bachelor of Teaching (Primary) (Honours)
- Bachelor of Teaching (Humanities) (Honours)
- Bachelor of Teaching (Fine Art) (Honours)
- Bachelor of Teaching (Health and Physical Education) (Honours)
- Bachelor of Teaching (Mathematics) (Honours)

- Bachelor of Teaching (Science) (Honours)
- Bachelor of Teaching (Technology) (Honours)
- Graduate Certificate and Master of Educational Studies
- Graduate Diploma in Theology [Exit Only Award]
- Master of Theology
- Master of Special Education
- Master of Early Childhood Education
- Master of Leadership and Management in Education
- Master of Applied Linguistics
- Graduate Certificate and Master of Social Change and Development

Faculty of Engineering and Built Environment

- Bachelor of Construction Management (Honours) (Building)
- Bachelor of Engineering (Honours) (Mechanical)
- Bachelor of Engineering (Honours) (Mechatronics)
- Bachelor of Engineering (Honours) (Chemical)
- Bachelor of Engineering (Honours) (Civil)
- Bachelor of Engineering (Honours) (Electrical)
- Bachelor of Engineering (Honours) (Software)
- Bachelor of Engineering (Honours) (Computer)
- Bachelor of Engineering (Honours) (Telecommunications)
- Bachelor of Engineering (Honours) (Environmental)
- Bachelor of Engineering (Honours) (Computer)/Bachelor of Computer Science
- Bachelor of Engineering (Honours) (Chemical)/Bachelor of Mathematics
- Bachelor of Engineering (Honours) (Computer)/Bachelor of Mathematics
- Bachelor of Engineering (Honours) (Electrical)/Bachelor of Mathematics
- Bachelor of Engineering (Honours) (Chemical)/Bachelor of Science
- Bachelor of Engineering (Honours) (Computer)/Bachelor of Science
- Bachelor of Engineering (Honours) (Environmental)/Bachelor of Science
- Bachelor of Engineering (Honours) (Mechanical)/Bachelor of Science
- Bachelor of Engineering (Honours) (Telecommunications)/Bachelor of Science
- Bachelor of Engineering (Honours) (Civil)/Bachelor of Engineering (Honours) (Environmental)
- Bachelor of Engineering (Honours) (Chemical)/Bachelor of Business

- Bachelor of Engineering (Honours) (Civil)/Bachelor of Business
- Bachelor of Engineering (Honours) (Electrical)/Bachelor of Business
- Bachelor of Engineering (Honours) (Mechanical)/Bachelor of Business
- Bachelor of Engineering (Honours) (Mechanical)/Bachelor of Engineering (Honours) (Mechatronics)
- Graduate Certificate and Master of Property
- Graduate Certificate and Master of Disaster Preparedness and Reconstruction
- Graduate Certificate and Master of Project Management for the Built Environment
- Graduate Certificate, Graduate Diploma and Master of Energy (these programs are jointly awarded by the University of Newcastle, the University of Queensland and the University of Western Australia in conjunction with the International Energy Centre)
- Faculty of Health and Medicine
- Bachelor of Oral Health Therapy
- Bachelor of Occupational Therapy (Honours)
- Bachelor of Physiotherapy (Honours)
- Bachelor of Nutrition and Dietetics (Honours)
- Bachelor of Medical Science (Honours)
- Master of Traumatology
- Master and Doctor of Philosophy (Magnetic Resonance in Medicine)

Faculty of Science and Information Technology

- Bachelor of Psychology (Honours)
- Graduate Diploma in Psychology
- Master of Business Psychology
- Graduate Certificate in Business Psychology [Exit Only Award]
- Master of Clinical Psychology
- Graduate Certificate and Master of Digital Media
- Graduate Certificate and Master of Aviation Management
- Graduate Certificate in Information Technology [Exit Only Award]
- Master of Information Technology

Accreditation

English Language and Foundation Studies

- In July 2014 the National English Language Teaching Accreditation Scheme reaccredited the University's Language Centre for two years.

Faculty of Education and Arts

- The Australian Association of Social Workers has granted provisional accreditation to the Bachelor of Social Work (Honours) until February 2015.
- The Bachelor of Speech Pathology has received confirmation of its competency-based occupational standards accreditation

from Speech Pathology Australia.

- Australian Children's Education and Care Quality Authority has granted conditional accreditation of the Bachelor of Teaching (Early Childhood and Primary) (Honours).

Faculty of Engineering and Built Environment

- The Bachelor of Construction Management (Building) has received accreditation from the Australian Institute of Building Surveyors.

Faculty of Health and Medicine

- Our new Bachelor of Oral Health Therapy was conditionally accredited by the Australian Dental Council until 31 December 2017.
- The Dieticians Association of Australia has granted the Bachelor of Nutrition and Dietetics program full accreditation until 28 February 2017.
- The Australian Medical Council has conditionally re-accredited the University of Newcastle/University of New England Joint Medical Program's (JMP) Bachelor of Medicine (BMed) program to 31 March 2019.

Academic program review

In 2014 the following external program reviews were conducted:

English Language and Foundation Studies

- Newstep

Faculty of Business and Law

- Bachelor of Business and Bachelor of Business (Honours)
- Bachelor of Commerce and Bachelor of Commerce (Honours)

Faculty of Health and Medicine

- Bachelor of Podiatry
- Bachelor of Physiotherapy
- Bachelor of Nutrition and Dietetics
- Bachelor of Occupational Therapy
- Bachelor of Biomedical Science and Bachelor of Biomedical Science (Honours)
- Bachelor of Nursing and Bachelor of Nursing (Honours)
- Bachelor of Midwifery

Faculty of Science and Information Technology

- Bachelor of Natural History Illustration and Bachelor of Natural History Illustration (Honours)
- Bachelor of Development Studies and Bachelor of Development Studies (Honours)

These faculties are preparing responses and action plans, and the implementation of approved recommendations will be monitored by the Academic Senate.

C: Student statistics

Table 1: Student enrolments and load by program level

Student enrolments	2010	2011	2012	2013	2014	% change 2010-2014	% change 2013-2014
Undergraduate	22,760	23,284	23,795	24,442	24,467	7.5	0.1
Postgraduate coursework	6,293	6,703	7,398	8,152	8,992	42.9	10.3
Higher degree by research	1,318	1,394	1,461	1,505	1,614	22.5	7.2
Non-award	765	707	679	707	792	3.5	12.0
Enabling	2,997	2,853	2,967	3,220	3,196	6.6	-0.7
ELICOS	1,351	994	1,143	1,104	1,145	-15.2	3.7
Total	35,484	35,935	37,443	39,130	40,206	13.3	2.7
Student load (EFTSL)							
Undergraduate	17,953	18,296	18,605	19,096	18,980	5.7	-0.6
Postgraduate coursework	2,835	2,896	3,165	3,524	3,543	25.0	0.6
Higher degree by research	892	949	1,035	1,044	1,122	25.8	7.4
Non-award	286	281	259	295	360	25.7	22.1
Enabling	1,616	1,589	1,627	1,809	1,720	6.4	-5.0
ELICOS	452	320	322	426	373	-17.6	-12.6
Total	24,034	24,330	25,013	26,194	26,097	8.6	-0.4

Table 2: Student enrolments by student type

	2010	2011	2012	2013	2014	% change 2010-2014	% change 2013-2014
Domestic							
Undergraduate	19,507	20,042	20,671	21,407	21,550	10.5	0.7
Postgraduate coursework	4,070	4,528	5,066	5,714	6,820	67.6	19.4
Higher degree by research	969	975	1,014	1,022	1,065	9.9	4.2
Non-award	180	146	168	150	131	-27.2	-12.7
Enabling	2,892	2,770	2,910	3,152	3,196	10.5	1.4
ELICOS	7	6	1	0	3	-57.1	n/a
Total	27,625	28,467	29,830	31,445	32,765	18.6	4.2
International onshore							
Undergraduate	1,205	1,335	1,371	1,331	1,213	0.7	-8.9
Postgraduate coursework	1,584	1,631	1,819	2,001	1,832	15.7	-8.4
Higher degree by research	332	404	432	468	531	59.9	13.5
Non-award	585	557	508	555	659	12.6	18.7
Enabling	103	83	57	68	0	-100.0	-100.0
ELICOS	1,342	987	1,141	1,104	1,142	-14.9	3.4
Total	5,151	4,997	5,328	5,527	5,377	4.4	-2.7
International offshore							
Undergraduate	2,048	1,907	1,753	1,704	1,704	-16.8	0.0
Postgraduate coursework	639	544	513	437	340	-46.8	-22.2
Higher degree by research	17	15	15	15	18	5.9	20.0
Non-award	0	4	3	2	2	n/a	0.0
Enabling	2	0	0	0	0	-100.0	n/a
ELICOS	2	1	1	0	0	-100.0	n/a
Total	2,708	2,471	2,285	2,158	2,064	-23.8	-4.4

Table 3: Student load (EFTSL) by student type

	2010	2011	2012	2013	2014	% change 2010–2014	% change 2013–2014
Domestic							
Undergraduate	15,342	15,658	16,118	16,775	16,799	9.5	0.1
Postgraduate coursework	1,573	1,696	1,860	2,092	2,306	46.6	10.2
Higher degree by research	609	626	657	653	690	13.3	5.7
Non-award	26	23	24	26	20	-21.6	-21.6
Enabling	1,523	1,515	1,575	1,748	1,720	13.0	-1.6
ELICOS	1	1	1	0	1	-12.7	n/a
Total	19,074	19,520	20,235	21,293	21,535	12.9	1.1
International onshore							
Undergraduate	1,012	1,130	1,131	1,059	939	-7.3	-11.4
Postgraduate coursework	954	942	1,047	1,194	1,048	9.9	-12.2
Higher degree by research	272	314	368	381	422	54.9	10.7
Non-award	261	258	235	269	340	30.2	26.4
Enabling	92	74	53	61	0	-100.0	-100.0
ELICOS	450	318	321	426	371	-17.5	-12.9
Total	3,041	3,035	3,154	3,391	3,120	2.6	-8.0
International offshore							
Undergraduate	1,598	1,508	1,357	1,262	1,243	-22.2	-1.5
Postgraduate coursework	308	257	258	238	190	-38.5	-20.2
Higher degree by research	10	9	9	10	10	-7.0	-3.4
Non-award	0	1	0	1	0	n/a	-40.0
Enabling	2	0	0	0	0	-100.0	n/a
ELICOS	1	1	0	0	0	-100.0	n/a
Total	1,919	1,776	1,625	1,510	1,442	-24.8	-4.5

Table 4: Commencing and continuing enrolments by Faculty/Division

	2010	2011	2012	2013	2014	% change 2010–2014	% change 2013–2014
Commencing							
Business and Law	2,749	2,920	3,074	3,299	2,964	7.8	-10.2
Education and Arts	3,688	3,639	3,734	3,913	4,470	21.2	14.2
Engineering and Built Environment	1,303	1,360	1,495	1,532	1,523	16.9	-0.6
Health and Medicine	2,365	2,506	2,665	2,668	2,849	20.5	6.8
Science and IT	2,010	1,906	2,045	2,110	2,165	7.7	2.6
ELFS	3,831	3,520	3,808	3,930	3,951	3.1	0.5
The Wollotuka Institute	15	16	15	11	13	-13.3	18.2
Other University ¹	851	794	739	794	828	-2.7	4.3
Commencing total	16,812	16,661	17,575	18,257	18,763	11.6	2.8
Continuing							
Business and Law	3,438	3,577	3,653	3,593	3,710	7.9	3.3
Education and Arts	4,963	5,347	5,462	5,761	5,871	18.3	1.9
Engineering and Built Environment	2,357	2,553	2,716	2,980	3,144	33.4	5.5
Health and Medicine	4,163	4,175	4,435	4,784	4,924	18.3	2.9
Science and IT	3,157	3,205	3,214	3,275	3,296	4.4	0.6
ELFS	517	327	301	394	390	-24.6	-1.0
The Wollotuka Institute	14	23	18	26	29	107.1	11.5
Other University ¹	63	67	69	60	79	25.4	31.7
Continuing total	18,672	19,274	19,868	20,873	21,443	14.8	2.7
Total	35,484	35,935	37,443	39,130	40,206	13.3	2.7

Table 5: Commencing and continuing student load (EFTSL) by Faculty/Division

	2010	2011	2012	2013	2014	% change 2010–2014	% change 2013–2014
Commencing							
Business and Law	1,680	1,769	1,840	2,035	1,765	5.1	-13.3
Education and Arts	2,501	2,444	2,464	2,527	2,466	-1.4	-2.4
Engineering and Built Environment	948	969	1,067	1,069	1,021	7.8	-4.5
Health and Medicine	1,696	1,798	1,896	1,962	2,011	18.6	2.5
Science and IT	1,385	1,352	1,412	1,486	1,476	6.6	-0.7
ELFS	1,875	1,795	1,849	2,063	1,950	4.0	-5.5
The Wollotuka Institute	9	9	8	6	8	-12.8	41.4
Other University ¹	297	294	270	304	355	19.6	16.7
Commencing total	10,390	10,430	10,806	11,453	11,052	6.4	-3.5
Continuing							
Business and Law	2,514	2,568	2,549	2,454	2,493	-0.9	1.6
Education and Arts	3,750	3,949	3,976	4,029	4,054	8.1	0.6
Engineering and Built Environment	1,782	1,906	2,021	2,253	2,368	32.9	5.1
Health and Medicine	3,130	3,066	3,239	3,495	3,615	15.5	3.5
Science and IT	2,245	2,264	2,294	2,301	2,328	3.7	1.2
ELFS	193	114	100	172	143	-26.3	-17.3
The Wollotuka Institute	9	15	11	19	20	127.5	4.7
Other University ¹	21	18	18	19	26	21.3	33.1
Continuing total	13,644	13,900	14,207	14,741	15,045	10.3	2.1
Total	24,034	24,330	25,013	26,194	26,097	8.6	-0.4

Table 6: Student load (EFTSL) by location

	2010	2011	2012	2013	2014
Newcastle	17,575	17,709	17,996	18,730	18,790
Central Coast	3,036	3,037	3,174	3,309	3,165
Port Macquarie	253	281	292	314	312
Sydney	232	291	481	667	569
UON Singapore	1,670	1,593	1,460	1,376	1,346
Other	1,268	1,420	1,611	1,798	1,915
Total	24,034	24,330	25,013	26,194	26,097

Table 7: Student enrolments by program level and gender

	2010	2011	2012	2013	2014
Female					
Undergraduate	12,834	13,004	13,157	13,482	13,412
Postgraduate coursework	3,403	3,667	4,056	4,714	5,398
Higher degree by research	675	725	747	751	805
Non-award	425	400	385	409	484
Enabling	1,784	1,723	1,727	1,833	1,762
ELICOS	608	486	589	570	562
Female Total	19,729	20,005	20,661	21,759	22,423
Male					
Undergraduate	9,926	10,279	10,636	10,959	11,054
Postgraduate coursework	2,890	3,036	3,342	3,438	3,593
Higher degree by research	643	669	714	754	809
Non-award	340	307	294	298	308
Enabling	1,213	1,130	1,240	1,387	1,434
ELICOS	743	508	554	534	583
Male Total	15,755	15,929	16,780	17,370	17,781
Total	35,484	35,935	37,443	39,130	40,206

Table 8: Basis of admission for commencing undergraduate student enrolments

	2010	2011	2012	2013	2014	2014 % of total
Secondary Education	3,271	3,318	3,303	3,494	3,195	37.3
Higher Education	2,039	1,976	2,037	2,179	2,380	27.8
VET Award C	1,067	1,286	1,321	1,332	1,263	14.7
Mature Age Special Entry	1,350	1,435	1,439	1,366	1,412	16.5
Professional Qualification	9	4	3	7	6	0.1
Other ²	629	439	474	465	310	3.6
Total	8,365	8,458	8,577	8,843	8,566	100.0

Table 9: Market share of UAC preferences³

	First preferences				First to third preferences			
	2011 %	2012 %	2013 %	2014 %	2011 %	2012 %	2013 %	2014 %
Current School Leavers	8.5	8.7	8.8	8.4	8.9	9.1	9.0	8.4
Non Current School Leavers	15.7	16.0	16.1	16.5	15.0	15.1	15.2	15.8
Total	11.6	11.8	11.9	11.8	11.2	11.4	11.4	11.2

Table 10: Number of preferences³ to the University of Newcastle

	First preferences				First to third preferences			
	2011	2012	2013	2014	2011	2012	2013	2014
Current School Leavers	3,935	4,199	4,289	4,054	11,923	12,704	12,794	11,742
Non Current School Leavers	5,515	5,736	5,826	5,938	12,363	12,893	13,071	13,489
Total	9,450	9,935	10,115	9,992	24,286	25,597	25,865	25,231

Table 11: Number of offers to commence in Semester 1 or Semester 2⁴

	First preferences				First to third preferences			
	2011	2012	2013	2014	2011	2012	2013	2014
Current School Leavers	2,181	2,389	2,417	2,544	3,153	3,355	3,416	3,333
Non Current School Leavers	4,982	5,284	5,293	5,610	5,829	6,051	6,143	6,576
Total	7,163	7,673	7,710	8,154	8,982	9,406	9,559	9,909

Table 12: Graduate destinations (Australian residents with Bachelor Degrees only)

	2010		2011		2012		2013		2014	
	UON %	Nat'l %	UON %	Nat'l %	UON %	Nat'l %	UON %	Nat'l %	UON %	Nat'l %
Working full-time	50.5	49.4	52.1	49.6	51.9	47.9	46.5	44.0	46.2	41.7
Working part-time	24.4	19.7	24.0	19.5	22.7	20.1	25.4	22.4	27.2	24.4
Seeking work	6.9	6.2	5.4	6.3	5.8	6.2	6.5	7.4	6.3	8.0
Full-time study	15.1	19.1	13.7	19.4	15.2	20.8	16.2	20.8	15.9	21.0
Unavailable/unknown	3.1	5.6	4.9	5.2	4.4	4.9	5.4	5.3	4.4	4.9
Total	100	100	100	100	100	100	100	100	100	100

Table 13: Domestic low SES⁵ participation⁶ and access⁷ rate

	2010 %	2011 %	2012 %	2013 %	2014 %
Participation rate	26.75	26.15	26.34	27.19	26.83
National participation rate	15.57	15.87	16.08	16.38	n/a
Access rate	28.89	28.57	28.65	28.83	28.11
National access rate	16.80	16.99	17.18	17.44	n/a

Table 14: Indigenous participation⁶ and access⁷ rate

	2010 %	2011 %	2012 %	2013 %	2014 %
Participation rate	2.44	2.52	2.53	2.75	2.91
National participation rate	1.35	1.38	1.41	1.47	n/a
Access rate	2.94	2.80	2.82	3.02	3.23
National access rate	1.59	1.64	1.66	1.70	n/a

Table 15: Student academic staff ratio (onshore students only, includes casual staff)

Year	University of Newcastle	Sector
2009	21.02	20.10
2010	22.28	20.72
2011	21.84	20.32
2012	22.07	20.49
2013	22.71	21.03

Table 16: Higher degree by research load (EFTSL) by international status

	2009	2010	2011	2012	2013
Domestic students	721	610	626	655	652
International students	92	284	324	379	393
Total	814	894	950	1,035	1,045
% of National HDR Load	2.24	2.28	2.32	2.45	2.39

Table 17: Higher degree by research load (EFTSL) by faculty

	2009	2010	2011	2012	2013
Business and Law	54	60	61	64	72
Education and Arts	225	221	235	245	227
Engineering and Built Environment	138	181	192	221	238
Health and Medicine	185	213	236	252	244
Science and Information Technology	209	212	217	245	255
The Wollotuka Institute	3	7	9	8	10
Total	814	894	950	1,035	1,045

Table 18: Higher degree research completions by level

	2009	2010	2011	2012	2013
Masters	27	24	27	20	30
PhD	108	113	102	149	195
Total	135	137	129	169	225
% of National HDR Completions	1.92	1.87	1.64	2.06	2.44

Table 19: Higher degree research completions⁸ by faculty

	2009	2010	2011	2012	2013
Business and Law	11	9	6	13	17
Education and Arts	34	39	32	35	52
Engineering and Built Environment	27	21	22	32	45
Health and Medicine	28	32	32	43	62
Science and Information Technology	35	36	36	46	48
The Wollotuka Institute	0	0	1	0	1
Total	135	137	129	169	225

Table 20: Course experience questionnaire results

	2011	2012	2013	2014
Graduate Overall Satisfaction	78.1	81.7	83.9	83.2
Graduate Good Teaching	63.2	67.9	69.8	70.2
Graduate Generic Skills	78.1	82.3	83.1	83.1

Sources

Tables 1-8: MIS 27 February 2015.

Tables 9-11: UAC data as at end of admissions process via MIS.

Table 12: Australian Graduate Survey.

Tables 13-14 and 16-19: 2010–2013 Department of Education and Training Higher Education student statistics. 2014 - MIS 27 February 2015

Table 15: Department of Education and Training Selected Higher Education Student Statistics. Onshore Student EFTSL; Academic Staff - full-time, fractional full-time and actual casual staff in an AOU with a 'teaching only' or 'teaching and research' function. Sector: All Table A Providers (*Higher Education Support Act 2003* - Sect 16.15)

Table 20: Australian Graduate Survey.

Notes

1. Other includes non-award studies, exchange and study abroad.
2. Other includes Special Entry, Employment Experience, Open Learning and University Exam Assessment.
3. Preferences as at the preference change cutoff date for the main offer round for programs commencing Semester 1.
4. Additional offer rounds were used in 2014 and applicants may have been made more than one offer.
5. Postcode indicator.
6. Participation rate = proportion of domestic cohort.
7. Access rate = proportion of commencing domestic cohort.
8. Completion year is based on the official government completion year of 1 April to 31 March.

Rounding errors apply.

D: Human resources

Employee statistics

In 2014, the University's workforce comprised 2,635 full-time equivalent staff in ongoing or fixed-term employment. Total direct staffing comprised 1,060 academics and 1,576 professional and teaching staff with 1,485 conjoint staff contributing to our activities during the year. Our casual and sessional staff (430 full-time equivalent) also made a significant contribution to our teaching, research and community activities. Each Division and Faculty conducted ceremonies to acknowledge long service records with 71 staff recognised for 15 years of service and 33 staff for 25 years of service.

Table 1: Fixed-term and ongoing staff FTE as at 31 March 2014

Job type	Sum of FTE
Academic	1,060
Professional	1,533
Teacher	43
Total	2,635

Source: Department of Education and Training Higher Education Staff Statistics.

Table 2: Casual staff FTE for period 1 January 2014 to 31 December 2014

Job type	Sum of FTE
Academic	251
Professional	180
Total	430

Source: Alesco HR database.

Preliminary figures subject to validation and submission to Department of Education and Training at 30 June 2015.

Table 3: Conjoint Staff

Faculty/Division	Total
Academic Division	2
Faculty of Business and Law	39
Faculty of Education and Arts	127
Faculty of Engineering and Built Environment	117
Faculty of Health and Medicine	1,002
Faculty of Science and Information Technology	196
Research Division	2
Total	1,485

Source: Alesco HR database.

Table 4: Applicants 1 January 2014 to 31 December 2014

Number of applicants	Total
Total	7,163

Source: Alesco HR database.

Note Tables 1-4: Rounding errors apply.

Table 5: Number of full-time and fractional full-time academic and professional staff by appointment term and gender

	2011			2012			2013			2014		
	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Ongoing	959	708	1,667	993	725	1,718	1,032	758	1,790	1,032	745	1,777
Fixed-term	762	417	1,179	820	435	1,255	826	440	1,266	794	439	1,233
Total	1,721	1,125	2,846	1,813	1,160	2,973	1,858	1,198	3,056	1,826	1,184	3,010

Source: Department of Education and Training Higher Education Staff Statistics.

Notes:

1. Ongoing and fixed-term staff are as at Department of Education and Training census date of 31 March.

2. Excludes casual staff.

3. Number of staff includes fractional full-time staff who occupy more than one position.

Rounding errors apply.

Table 6: Number of academic staff by appointment term, level and gender 2011–2014

		2011			2012			2013			2014		
	Level	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Ongoing	A	11	5	16	10	6	16	14	8	22	16	9	25
	B	108	104	212	123	97	220	125	104	229	120	98	218
	C	75	118	193	81	125	206	86	123	209	88	123	211
	D	22	72	94	28	73	101	27	74	101	35	74	109
	E+	22	80	102	22	85	107	26	90	116	25	96	121
Ongoing total		238	379	617	264	386	650	278	399	677	284	400	684
Fixed-term	A	65	51	116	70	73	143	59	79	138	69	74	143
	B	145	96	241	149	91	240	152	90	242	142	91	233
	C	31	29	60	28	40	68	27	34	61	26	38	64
	D	4	12	16	8	16	24	10	15	25	11	9	20
	E+	9	32	41	11	28	39	10	31	41	10	33	43
Fixed-term total		254	220	474	266	248	514	258	249	507	258	245	503
Total		492	599	1,091	530	634	1,164	536	648	1,184	542	645	1,187

Table 7: Number of professional staff by appointment term, HEW level and gender 2011–2014

		2011			2012			2013			2014		
	HEW	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Ongoing	2	2	2	4	2	1	3	2	1	3	2	-	2
	3	32	33	65	28	30	58	34	31	65	27	31	58
	4	117	20	137	121	23	144	103	18	121	112	17	129
	5	162	48	210	171	46	217	183	52	235	183	51	234
	6	136	52	188	128	61	189	124	68	192	127	62	189
	7	144	74	218	138	72	210	150	82	232	151	81	232
	8	68	52	120	77	53	130	84	52	136	81	47	128
	9	37	28	65	35	29	64	39	28	67	41	31	72
	10+	23	20	43	29	24	53	35	27	62	24	25	49
Ongoing total		721	329	1,050	729	339	1,068	754	359	1,113	748	345	1,093
Fixed-term	<1	0	0	0	1	0	1	1	0	1	2	1	3
	1	1	0	1	0	0	0	0	0	0	0	2	2
	2	24	26	50	10	5	15	6	1	7	7	5	12
	3	34	20	54	32	16	48	20	13	33	17	11	28
	4	87	16	103	99	22	121	104	25	129	85	21	106
	5	151	39	190	176	44	220	190	44	234	177	36	213
	6	109	32	141	117	37	154	120	37	157	119	34	153
	7	53	27	80	56	28	84	68	27	95	68	33	101
	8	34	18	52	39	17	56	42	21	63	36	25	61
	9	10	15	25	17	11	28	13	16	29	15	18	33
	10+	5	4	9	7	7	14	4	7	11	10	8	18
Fixed-term total		508	197	705	554	187	741	568	191	759	536	194	730
Total		1,229	526	1,755	1,283	526	1,809	1,322	550	1,872	1,284	539	1,823

Source for Tables 6–7: Department of Education and Training Higher Education Staff Statistics.

Notes:

1. Ongoing and fixed-term staff are as at Department of Education and Training census date of 31 March.

2. Excludes casual staff.

3. Number of staff includes fractional full-time staff who occupy more than one position.

Workforce diversity

The University's Equity and Diversity Management Plan 2013–2015 facilitates the identification and removal of systemic barriers to the participation and promotion of equity target groups including:

- women
- Aboriginal and/or Torres Strait Islander people
- people with a disability
- people requiring a workplace adjustment
- people from racial, ethnic and ethno-religious minority groups
- people whose language first spoken as a child was not English.

This plan supports the aspirations of the *NeW Directions Strategic Plan*, the Future Workforce Plan and the Reconciliation Action Plan. Faculty Gender Action Plans also exist and contain strategies to minimise gender gaps and promote gender equality.

A highlight in 2014 was being one of only 76 organisations in Australia to receive a citation as a Workplace Gender Equality Agency Employer of Choice for Gender Equality. The inaugural citation recognised organisations that have demonstrated an active commitment to gender equality in the workplace with a focus on removing the structural and cultural barriers that prevent the full participation of women at work.

One of our key initiatives under gender equality is our Academic Women in Leadership (AWiL) program, which has supported more than 100 women to achieve success as leaders. The program provides senior female academics with opportunities to further develop their leadership skills, and to foster individual talents and leadership style.

Other diversity strategies and initiatives in 2014 included:

- implementation of our Indigenous Employment Strategy and the introduction of an Indigenous Cadetship Support Scheme to allow Indigenous students to integrate what they have learned through their studies in a workplace setting
- leveraging the success that has been achieved over recent years in relation to gender representation in senior professional leadership roles, to achieve similar outcomes in academic leadership roles
- continuing to promote the range of programs available to staff including flexible work arrangements, disability support, elder care support and targeted development
- publication of a Diversity calendar that highlights culturally significant days across a range of nationalities and cultures
- employment of an immigration specialist to assist staff relocating from overseas to ensure a more seamless transition
- running awareness training of Aboriginal and Torres Strait Islander culture as part of staff orientation through our 'Welcome to the Wollotuka Institute' sessions
- supporting staff with disabilities to access funding for workplace modifications with ten successful Job Access applications in 2014.

The Disability Action Plan is currently being refined by staff and student representatives. A range of actions have been developed and are at various stages of implementation. Some of the key actions underway are:

- continuation of Equal Employment Opportunity training as a mandatory requirement for all staff, with an annual refresher for those employees who recruit staff
- the Equity and Diversity Manager and the National Disability Recruitment Coordinator working closely to identify and facilitate employment opportunities for potential staff with disabilities
- reviewing resources including Selection Committee documentation to provide panel members with a better understanding of obligations regarding interviewing and recruiting people with a disability
- reviewing the current process in place for 'reasonable adjustment' for staff with temporary and permanent disabilities and ensuring that relevant information is available for staff and Supervisors.

Development of the Multicultural Policies and Services Program carried over into 2014 across staff and student interfaces. Following considerable and concerted development activity the plan is currently being finalised, with a view to embedding it in 2015 and registering the agreement with the Community Relations Commission.

Looking forward, the development of our Disability Action Plan and Multicultural Policies and Services Program will further strengthen the University's commitment to equity and inclusion and will be reported annually.

Other workforce diversity strategies planned for 2015 include:

- strengthening our commitment to cultural diversity through the development of new programs to engage the culturally diverse student and staff population
- continuing to focus on gender equality and building our reputation as an Employer of Choice
- continuing to build the capacity of our female staff and work towards equal representation of men and women across senior levels of the organisation
- reviewing and updating policies related to diversity and inclusion.

Staff equity statistics

Table 1: Trends in the representation of EEO target groups¹

EEO group	% of total staff ²							
	Benchmark or target	2008	2009	2010	2011	2012	2013	2014
Women	50	59.2	60.6	60.2	60.5	60.8	60.7	61.0
Aboriginal people and Torres Strait Islanders	2.6	2.2	2.1	2.5	2.7	2.8	2.5	2.7
People whose first language was not English	19	7.6	8.1	7.7	7.8	8.0	7.7	9.8
People with a disability	n/a	3.4	3.3	2.9	2.7	2.5	2.2	2.5
People with a disability requiring work-related adjustment	1.1	0.9	0.7	0.6	0.6	0.6	0.5	0.6

Table 2: Representation of EEO target groups: Academic v Professional staff²

EEO group	% of total staff ²		Award	%
	Benchmark or Target	Total		
Women	50	61.0	Academic	46.2
			Professional	70.5
			Teacher	76.9
Aboriginal people and Torres Strait Islanders	2.6	2.	Academic	2.0
			Professional	3.3
			Teacher	-
People whose first language was not English	19	9.8	Academic	17.0
			Professional	5.1
			Teacher	3.8
People with a disability	n/a	2.5	Academic	3.1
			Professional	2.2
			Teacher	-
People with a disability requiring work-related adjustment	1.1	0.6	Academic	0.7
			Professional	0.5
			Teacher	-

Table 3: Trends in the distribution of EEO target groups

EEO group	Distribution index ³							
	Benchmark or target	2008	2009	2010	2011	2012	2013	2014
Women	100	73.0	83.5	81.2	81.6	82.3	82.7	82.1
Aboriginal people and Torres Strait Islanders	100	90.7	89.0	83.4	85.1	85.0	87.9	89.5
People whose first language was not English	100	118.9	111.9	111.2	111.4	110.8	111.5	110.2
People with a disability	100	105.5	101.6	101.9	100.1	101.2	100.9	105.8
People with a disability requiring work-related adjustment	100	104.9	102.6	107.5	102.7	105.7	105.2	112.6

Table 4: Distribution of EEO target groups: Academic v Professional staff⁴

EEO group	Distribution index		Award	%
	Benchmark or Target	Total		
Women	100	82.1	Academic	88.8
			Professional	91.5
Aboriginal people and Torres Strait Islanders	100	89.5	Academic	95.1
			Professional	90.5
People whose first language was not English	100	110.2	Academic	93.6
			Professional	98.6
People with a disability	100	105.6	Academic	99.4
			Professional	105.4
People with a disability requiring work-related adjustment	100	112.4	Academic	111.2
			Professional	107.4

Source for Tables 1–4: Alesco HR Database.

Notes:

1. Staff numbers are as at 30 June 2014.

2. Excludes casual staff.

3. A distribution index of 100 indicates that the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced the tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels.

4. Tables 2 and 4 include teachers within Professional staff.

Workplace Health and Safety (WHS)

We are committed to providing the highest levels of health, safety and wellbeing for staff, students and all others involved in our community.

A key activity of the past year was the development of the 2014 Health and Safety Plan to further enhance our performance in this respect.

Training

During 2014 we saw greater clarification and understanding of Health and Safety roles and responsibilities of all personnel throughout the University via increased participation in induction programmes, including specifically tailored Senior Leaders Inductions. There was increased availability and take up of training programmes, with over 20 courses offered, including:

- chemical safety and spill management
- first aid
- electrical safety
- radiation safety
- aggression minimisation
- emergency warden.

In 2014 over 500 personnel were trained in Health and Safety related subjects on a face-to-face basis, and over 3,300 personnel were trained via online modules. The Workplace Health and Safety team conducted over 350 risk assessment reviews on research activities, representing a 20 per cent

increase on 2013. Other WHS-related activities included:

- conducting over 400 workstation and ergonomic assessments, reducing the potential for musculo-skeletal injuries throughout the organisation
- roll out of the updated Radiation Safety Management Plan in line with best practice and the latest standards
- enhanced Chemical Safety Management, through upgrading and implementing the latest inventory database and management system
- working with Emergency Services and internal/external specialists to develop a suite of Emergency Management Plans, with particular attention to having an appropriate bushfire response plan.

Wellbeing

The University continues to support and promote a healthy environment through a range of initiatives. These included:

- promotion of education and lifestyle changes by providing access to initiatives such as the 10,000 step challenge (595 participants), healthy lunch and weight loss programmes
- subsidised access to sports facilities through our Fitness Passport programme
- introduction of a smoke-free campus, coupled with a support programme for those who wish to quit smoking
- a range of available programmes throughout the year including Pilates, yoga, meditation, mindfulness, Tai Chi and ergonomics.

Safety

We have in place an effective and comprehensive communication and consultation mechanism, providing input, support and local management of health and safety related issues throughout the University. The University has a well-attended consultation process involving a committee structure, which covers all workgroups across the University as well as specialist committees to monitor biosafety, chemicals and other hazardous materials, and radiation risks.

All these activities have combined to reduce our Lost Time Injury Frequency Rate (LTIFR: a standard ratio measure used throughout industry and commerce) to 3.28 which is a 32 per cent improvement on the previous year. The improvements in reducing injuries and their effects will continue to be our focus as we journey to an injury-free workplace. We continue to ensure where illness or injuries occur that they are well-managed. We work tirelessly to support injured personnel and get them on the road to recovery, and a speedy return to their pre-injury duties. There were no prosecutions under the *Work Health and Safety Act 2011* in 2014.

As well as assisting staff who are injured at work, the University has in place a Well to Work programme that extends this support to over 120 staff who have been incapacitated outside of work activities, whether through injury or illness. This demonstrates our support for our staff as well as managing the availability of our most precious resource – our people.

Employee policies and practices

The University has contemporary human resource policies and procedures to support effective recruitment and selection, remuneration, equity and diversity, staff development and health and safety. These policies and procedures are regularly reviewed to ensure they support the University's objectives and comply with legislative requirements.

Enterprise agreements for academic, teaching and general staff reached their nominal expiry date on 30 June 2013, however they continued to operate during 2014 whilst enterprise bargaining progressed. Enterprise bargaining was completed in October 2014 and our staff voted overwhelmingly in favour of the new agreements – a strong endorsement of the positive outcome for the University and for all staff. The new agreements were lodged with the Fair Work Commission for approval on 13 November 2014. The Fair Work Commission approved the three new agreements on 5 December 2014, which came into force on 12 December 2014. The new agreements contain a number of changes which aim to benefit our staff and to ensure the sustainability and competitiveness of our University into the future, including salary increases that are consistent within the sector.

Throughout 2014 we also undertook a number of organisational change processes to achieve alignment with University strategic goals. These changes have involved significant consultation with staff and other stakeholders and have resulted in organisational realignment and the achievement of desired efficiencies and streamlining.

E: Executive remuneration

Table A: Number of senior executives employed at 31 December

Senior executive band	2014	
	Female	Male
Vice-Chancellor	1	0
Deputy Vice-Chancellor and Chief Operating Officer	0	3
Pro Vice-Chancellor	4	5
	5	8
Totals	13	

Table B: Average total remuneration package of senior executives employed at 31 December

Senior executive band	Average total remuneration package*
	2014 \$
Vice-Chancellor	707,745
Deputy Vice-Chancellor and Chief Operating Officer	447,600
Pro Vice-Chancellor and Chief Financial Officer	341,232

* annualised for senior executives not employed for the full financial year

Table C: Percentage of total employee-related expenditure in the financial year that relates to senior executives

Percentage of total employee-related expenditure	2014 %
Relating to senior executives	1.26

Table D: Executive remuneration

	Base remuneration	Employer super-annuation	Performance pay	Total	Market relativity
Professor Caroline McMillen	596,001	98,013	13,731	707,745	75% to 100% of universities in our selected comparator group pay a higher remuneration to their Vice-Chancellor.
Laureate Professor John Aitken	340,821	55,528	4,727	401,076	5%–10% below the median remuneration for Pro Vice-Chancellors of Health and Medicine in our selected comparator group of universities.
Professor Liz Burd	289,864	47,284	4,904	342,052	Within $\pm$ 5% of the median remuneration for Pro Vice-Chancellors in our selected comparator group of universities.
Professor Richard Dunford	337,715	55,707	8,174	401,596	Within $\pm$ 5% of the median remuneration for Pro Vice-Chancellors in our selected comparator group of universities.
Mr Paul Dunn	20,776	3,364	-	24,140	Within $\pm$ 5% of the median remuneration for Chief Financial Officers in our selected comparator group of universities.
Mrs Winnie Eley	278,641	45,334	4,450	328,425	Within $\pm$ 5% of the median remuneration for Pro Vice-Chancellors in our selected comparator group of universities.
Professor John Germov	284,536	46,557	6,988	338,081	Within $\pm$ 5% of the median remuneration for Pro Vice-Chancellors in our selected comparator group of universities.
Professor Kevin Hall	315,853	51,448	-	367,301	Within $\pm$ 5% of the median remuneration for Deputy Vice-Chancellors in our selected comparator group of universities.
Professor Deb Hodgson	244,978	31,270	3,552	279,800	Within $\pm$ 5% of the median remuneration for Pro Vice-Chancellors in our selected comparator group of universities.
Mr Nat McGregor	357,686	54,209	4,766	416,661	5%–10% below the median remuneration for similar roles in our selected comparator group of universities.
Professor Eileen McLaughlin	25,502	3,528	-	29,030	Within $\pm$ 5% of the median remuneration for Pro Vice-Chancellors in our selected comparator group of universities.
Professor Brett Ninness	275,490	44,781	4,264	324,535	Within $\pm$ 5% of the median remuneration for Pro Vice-Chancellors in our selected comparator group of universities.
Professor Andrew Parfitt	368,494	60,707	9,316	438,517	Within $\pm$ 5% of the median remuneration for Deputy Vice-Chancellors in our selected comparator group of universities.
Total	3,736,357	597,730	64,872	4,398,959	

F: Access to information

Protecting privacy

The University of Newcastle is committed to protecting an individual's privacy when we collect, store, use and disclose personal information. When dealing with private and personal information we apply the principles and obligations within the *Privacy and Personal Information Act 1998* (NSW) and the *Health Records and Information Privacy Act 2002* (NSW), outlined in the University's Privacy Management Plan.

A review of our Plan was conducted in 2014 and will be completed for publication in 2015. During 2014, we:

- Reviewed our Privacy Management Plan, which included a survey of all staff.
- Reported a privacy breach to the NSW Privacy Commissioner. Affected parties were also informed of the issue and a review of systems and process was completed as a result.
- Received requests for three Privacy Internal Reviews. One review determined that a breach did not occur and no further action was taken. Another review identified a technical breach of the Information Protection Principles, an apology was made and steps were taken to improve processes. At the time of writing one review was in progress.
- Continued to focus on raising staff awareness regarding compliance with the privacy legislation, with 17 staff sessions held and a total number of 181 staff completing those privacy induction sessions.
- Participated in Privacy Awareness Week activities.
- Maintained our webpage for staff, students and the general public on privacy matters.

Human Research Ethics Committee

The University's Human Research Ethics Committee (HREC) reports directly to the NSW Privacy Commissioner on any decisions where the Statutory Guidelines on Research (issued under Section 64 of the *Health Records and Personal Information Protection Act 2002*) have been applied. Reporting to the NSW Privacy Commissioner is on a financial year cycle and for year 2013–2014 a report was not required.

The University is also required to report decisions to the National Health and Medical Research Council (NHMRC), which collects information on behalf of the Australian Information Commissioner, where NHMRC guidelines (approved under Section 95 and 95A of the Commonwealth *Privacy Act 1988*) have been applied. This reporting cycle is on a calendar year basis and a report for the year 2014 will be provided in May 2015. In 2013, Section 95 and 95A were not applied by the Human Research Ethics Committee.

An external review of Research Safety and Ethics Processes was undertaken in late 2013 by Dr Mark Hochman, who presented a report in December 2013. The report outlined 13 recommendations to improve the effectiveness of practices

and processes supporting ethical and safety reviews at the University and their consistency with higher education sector expectations and requirements. The University agreed to implement or otherwise explore each of the recommendations, key of which was to establish an overarching subcommittee of the Research Committee to provide advice on the University's ethics, safety and integrity processes, identify the best way to streamline the processes and forms between systems and monitor institutional compliance with appropriate ethics and safety related codes and legislation. The Research Integrity, Accountability and Compliance Subcommittee was established in November 2014 and continues to meet quarterly.

Right to information

The University is committed to being open and transparent in accordance with the *Government Information (Public Access) Act 2009* (the GIPA Act). The GIPA Act prescribes four pathways by which information can be made available to the public. These are:

- mandatory disclosure of 'open access information'
- proactive release of information
- informal release of information
- through a formal access application.

Information not already available on the University's website can be obtained by submitting an informal request or, where further consideration is required, a formal request for the release of government information under the GIPA Act. Access to information is only restricted when there is an overriding public interest against disclosure.

During 2014 we continued our commitment to proactively disclose information to the public and our key stakeholders, including information on current operations, decisions, our performance outcomes and expenditure. Information that is released proactively is generally published on the University's website at www.newcastle.edu.au.

Policies which have been updated or recently established are published in the University's policy library at www.newcastle.edu.au/policy. Updates on non-confidential decisions made by the Executive Committee and the University Council are published in online newsletters. A comprehensive review of our Agency Information Guide and an ongoing policy project aim to facilitate ease of search and navigation to University information. Our Access and Use of Corporate Data Procedure also provides guidance for people wishing to access statistical information about the University. We also continued to provide information on the function of the GIPA Act and encourage staff to consider the information they could release proactively or informally in staff induction sessions. Throughout the year 16 sessions were held with a total number of 124 staff attending.

At the close of the 2014, we had received eight applications and refused access to information on the basis of conclusive presumption of overriding public interest against disclosure in one instance. Statistics on applications decided in 2014 is provided opposite.

Table A: Number of Applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with applicant	Refuse to confirm or deny whether information is held	Application withdrawn
Media	0	1	0	1	0	0	0	0
Members of parliament	0	0	0	0	0	0	0	0
Not-for-profit organisations or community groups**	0	1	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	1	0	0	0	0	0
Members of the public (other)	1	1	0	1	1	0	0	0

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 applicant	Refuse to confirm or deny whether information is held	Application withdrawn
Personal information applications***	0	0	2	1	1	0	0	0
Access applications (other than personal information applications)	0	1	2	1	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	1	0	0	0	0	0

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

** Includes other NSW government agencies.

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

Table C: Invalid applications

Application does not comply with formal requirements (Section 41 of the Act)	0
Application is for excluded information of the agency (Section 43 of the Act)	0
Application contravenes restraint order (Section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

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

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 (matters listed in table to Section 14 of the Act)

Responsible and effective government	1
Law enforcement and security	0
Individual rights, judicial processes and natural justice	2
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	1
Exempt documents under interstate Freedom of Information Legislation	0

Table F: Timeliness

Decided within the Statutory time frame (20 days plus any extensions)	1
Decided after 35 days (by agreement with applicant)	2
Not decided within time (deemed refusal)*	3
Total	6

* Decisions were provided to applicants as soon as possible after finalising the decision. No applications were unfinalised.

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

Internal Review	0
Review by Commissioner	0
Internal Review following recommendation under Section 93 of the Act	0
Review by NSW Civil and Administrative Tribunal	0
Total	0

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

Applications by access applicants	0
Review by Commissioner	0
Applications by persons to whom information the subject of access application relates (see Section 54 of the Act)	0
Total	0

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

Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)	0
Agency-initiated transfers	0
Applicant-initiated transfers	0
Total	0

PID Act

The *Public Interest Disclosures Act 1994* (the PID Act) sets in place a system for public officials to report serious wrongdoing which relates to corrupt conduct, maladministration, government information contravention or serious and substantial waste.

The University has an Ethical and Accountable Conduct – Public Interest Disclosures Policy, as required by Section 6D of the PID Act. Under Section 31 of the PID Act, we are required to report biannually to the NSW Ombudsman and annually to Parliament regarding statistics on Public Interest Disclosures received.

In 2014 we:

- continued to advise staff of their right to protections under the PID Act through staff induction sessions
- commenced a review of our Public Interest Disclosures – Ethical and Accountable Conduct Policy and system
- provided for staff involved in the review of the policy to attend training delivered by the NSW Ombudsman.

Number of PIDS received

Number of Public Officials who made Public Interest Disclosures (PIDs) to the University	0
Number of PIDs received	0
Of the PIDs received by the University, number primarily about by type of disclosure	0

	Made by public officials performing their day-to-day functions	Under a statutory or other legal obligation	All other PIDs
Corrupt Conduct	0	0	0
Maladministration	0	0	0
Serious and Substantial Waste	0	0	0
GIPA Contravention	0	0	0
Number of PIDs finalised	0	0	0
Number of PIDs finalised	0	0	0

G: Consumer response

As an institution built on the principles of equity, excellence and engagement, we believe that an effective complaints management process is key to our ability to deliver high-quality customer service.

The Complaints Policy, our grievance procedures and information concerning rights of appeal which outline our approach to complaints handling at the University are published on our website. Complaints which are classified as Public Interest Disclosures are covered by our Ethical and Accountable Conduct – Public Interest Disclosures Policy.

In 2014, significant focus was placed on reviewing our Complaints Resolution Policy and supporting processes and procedures. This included professional development and focused training for staff, a review of web resources to assist all members of our community to quickly locate relevant information and the establishment of a collaborative practitioners group which will lead ongoing improvements in service.

Human Resource Services also developed a business partnering model which enables staff to access the person with relevant expertise to assist them to resolve issues early. The Dean of Students Office delivered the WiseU learning module, which focuses on ethics, respect and our Code of Conduct. The Service Improvement Office has an ongoing focus to enhance service delivery models to help to reduce complaints related to administrative and procedural issues.

The University provided information to the NSW Ombudsman for consideration of three matters all of which were successfully dismissed. There were 101 complaints made to the Complaints Office in 2014. Of those complaints, 67 per cent were made by students, 16 per cent by staff members and 17 per cent by members of the public. The nature of complaints included academic progress, Information Technology, administrative and fees issues, interpersonal conflict, and the University's policies and procedures.

The Complaints Office provided advice and assistance to help over 55 per cent of complainants resolve their issues within one to three days of receiving the complaint, and over 78 per cent within nine days.

Planned activities for 2015 include:

- development of a frontline complaint handling toolkit and training for frontline complaint handlers
- delivery of a bullying and harassment learning module by the Dean of Students office
- ongoing staff education of complaints resolution principles in staff induction sessions
- continuing to build a community of practice for the improvement of services.

H: Reviews

Internal audit

Our internal auditors add value and improve our operation by providing independent and objective assurance, and bring a systematic, disciplined approach to evaluate and identify improvements for organisational systems, processes and reporting. The internal auditor attends each Audit Subcommittee meeting of Council to report on the status of the Internal Audit Plan and present on audit findings.

The Internal Audit team undertakes a range of reviews and audits on behalf of Council's Audit Subcommittee which provides independent assessment of the effectiveness of risk mitigation strategies and the effectiveness of internal audit controls. In 2014 Audit and Risk functions were separated to strengthen the independence of the audit function.

External audit

The Audit Office of NSW annually audits our financial statements and those of our Controlled Entities.

Internal review

A number of internal reviews were undertaken in 2014 to facilitate the achievement of our strategic plan and to position the organisation to achieve sustainability in core activities.

Human Resource Systems The Resources Division successfully worked with Human Resources to implement a staff establishment profile that supports improved modelling, management and forecasting of salary expenditure. This information will provide greater visibility over operating salary budgets and spend, and allow combined FTE and budget reporting from 2015.

IT Governance Framework Review A revised IT Governance Framework was implemented in February 2013 with a Post Implementation Review of the Framework undertaken in February 2014. As a result IT, Governance was transitioned back into IT Services to support the streamlining of committee support processes within the IT Governance Framework.

Lecture Theatre Usage As part of the University's commitment to an outstanding student experience, an overview of teaching space usage was conducted in April 2014 as a means of assessing the infrastructure needs required to facilitate the introduction of flipped classrooms. Flipped classroom approaches enable greater levels of student interaction but can lead to a reduction in maximum occupancy. The review assessed whether suitably-sized rooms were available for the capacity for the spaces to be appropriately changed. Benchmarking and data analysis led to recommendations concerning the development of a lecture theatre improvement plan, changes to timetabling approaches, and an impact analysis and risk mitigation strategies.

Annual Review of Fees A review of domestic and international

postgraduate fees for 2015 was considered in the context of benchmarking of related programs within the sector. Conducted in July 2014, the aim of the exercise was to estimate the appropriate fee levels required to ensure that our fees are developing in line with the sector median. More specific program-related benchmarking for key programs was carried out within Faculties to ensure that appropriate comparisons were made across institutions and that pricing is carried out in a competitive framework.

External reviews

Financial Services As part of our commitment to building capability, an external review of Financial Services was completed in April 2014. In mid 2014 a strategic program of realignment commenced to reposition Financial Services to respond to the challenges of an ever-changing higher education environment. This review was part of the comprehensive schedule of organisational unit and school reviews across the University.

Budget Framework An external review of our budget framework was undertaken in May 2014. The review provided an independent analysis of the University's current budget framework: the budget process and the budget model. The recommendation and implementation of a new budget framework is also aimed at ensuring the financial sustainability of the University.

Newcastle Innovation An external review of Newcastle Innovation was undertaken in 2014 and found that while Newcastle Innovation had clear strengths in terms of flexibility and responsiveness in dealing with industry contracts and securing and managing commercial projects, there were opportunities for further business development activity and scope for increased alignment with the University's Research Services Unit. As a result of the review, a new Business Development Model was developed and was considered by Council in late 2014 for implementation in 2015.

International Office An external review of the International Office was undertaken in August 2014, commissioned as part of the comprehensive schedule of organisational unit and school reviews across the University. Relevant stakeholders from the International Office, the wider University community and external organisations were invited to make submissions and undertake interviews with the Panel. The review recommendations were endorsed by the Executive Committee with action being progressed into 2015.

Academic Promotions A review of the University's academic promotion process was conducted to ensure that policy and practice could be coordinated with the implementation of a new Performance Review and Development (PRD) system and Performance Expectations Framework in 2014. Submissions were considered and interviews conducted with a range of colleagues across the institution at all organisational levels during March 2014. The review led to a number of procedural changes concerning the application process, committee structure, standard of evidence, referees and timing of promotion rounds.

I: Legal matters

Legislative changes

Key changes in legislation affecting the University in 2014 were:

University of Newcastle Act 1989 (NSW)

The *Universities Legislation Amendment (Regulatory Reforms) Act 2014 (NSW)* commenced on 26 August 2014 and implemented amendments to the *University of Newcastle Act 1989 (NSW)*. The amendments reduce regulatory requirements relating to financial management, land dealings and governing body election procedures of the University.

Tertiary Education Quality and Standards Agency Act 2011 (Cth)

The *Tertiary Education Quality and Standards Agency Act 2011 (Cth)* was amended in December 2014 to implement recommendations of the Review of Higher Education Regulation, reducing the red tape associated with the registration of higher education providers and the accreditation of courses.

Importantly for the University, amendments were made in relation to simplifying the process for obtaining course accreditations.

The Privacy Act 2009 (Cth)

Key reforms to the Federal Privacy Act commenced on 12 March 2014, including the introduction of Australian Privacy Principles (APPs) and enhanced enforcement mechanisms.

While the New South Wales privacy legislation will continue to apply to the University, the new Commonwealth APPs will also regulate the handling of some types of personal information by the University, and will regulate all personal information collected by the University's incorporated controlled entities.

For the University, the *Higher Education Support Act 2003 (Cth)* requires the University to comply with the Commonwealth APPs in respect of personal information obtained for the purposes of the repayment of amounts to a student, the provision of financial assistance to students, and the repayment of loans. The effect of the APPs will be to impose a number of additional compliance obligations upon the University in these circumstances.

Education Services for Overseas Students Act 2000 (Cth)

In February 2014 the *Education Services for Overseas Students Act 2000 (Cth)* was amended to clarify refund provisions for current and future overseas students studying in Australia.

Case law

The main cases affecting the University in 2014 include:

Commonwealth Bank of Australia v Barker

The High Court of Australia determined that there is no term of mutual trust and confidence implied by law into employment contracts.

X v University of Western Sydney

The Supreme Court of New South Wales held that, in the specific circumstances of the case, the University of Western Sydney had not afforded a student with procedural fairness in relation to its decision to suspend the student for misconduct.

Durney v Victoria University & Ors

The Supreme Court of Victoria held that, in the specific circumstances of the case, Victoria University had not provided a student with procedural fairness in relation to its decision to exclude a student.

Mbuzi v Griffith University

This case addressed the question of a university's obligation to provide supervision to a PhD student.

The student in this case commenced candidature for a PhD in March 2011. Prior to confirmation of his candidature, the student's supervisors indicated that they were no longer willing to act as supervisors, due to the student's behaviour. Griffith University made efforts to find alternate supervisors, but was unable to find academics with relevant expertise in the research topic. Following these efforts, the University determined that the student's candidature could not be confirmed because he did not have adequate supervision, and terminated his candidature.

The student argued that the University had the power to, and should have, directed the academic staff who were suitably qualified to act as his supervisors. The court found that, given the nature of the relationship, the university could not compel a member of its staff to supervise a student, the same way that a student could not be forced to accept a supervisor.

Coleman v University of Newcastle

The student requested an extension of time to complete her medical degree beyond the maximum time frame of eight years stated in the University's policy. The University's policy included a discretion to extend the time a student could complete a degree beyond eight years, however, in this case the University made a decision not to extend for various reasons.

The student commenced proceedings in the Supreme Court of New South Wales claiming that, in making its decision not to extend, the University discriminated against her due to her disability. Prior to the hearing, the student lodged an application with the NSW Civil and Administrative Tribunal (NCAT). NCAT found in the student's favour and directed that the University grant the student an extension of 18 months to complete her degree. The Supreme Court proceedings were subsequently withdrawn.

NCAT found that the University had in fact extended the eight-year time limit to complete a degree for another student who had comparative circumstances. In NCAT's view, the University should have ensured there was consistency in how it exercised its discretion in decision making under its policy.

J: Major works

NeW Space

In 2014 we completed the design and early site works of a significant building project which will deliver a world-class student experience by harnessing the latest in technology and innovation in teaching. NeW Space is a \$95.0m landmark education precinct under development in the heart of Newcastle's CBD which is jointly funded by the Commonwealth Government, NSW Government and the University, and which will be completed in 2017. 2014 saw the completion of mine rectification works underground, which involved filling old coalmines with thousands of cubic metres of concrete in order to prepare the site for construction work, which will commence on site in mid-2015.

Multi-purpose, Technology-Enabled Active Learning (TEAL) spaces ranging from 30 to 110 seats will transform the learning experience and student engagement, supported by state-of-the-art technology and 24/7 accessibility. Discrete meeting rooms and postgraduate, research degree and collaborative spaces will be integrated with adaptable academic and administrative workspaces designed to foster shared activity. Amenities for executive development and corporate programs, a business incubator and community engagement facilities will complement the TEAL spaces.

The design will welcome and encourage prospective and current students and will help city-based professionals to easily access outstanding education. This precinct will offer University-supported activities across all faculties including:

- business and law programs
- digital library services and information commons
- collaborative learning and research spaces
- Work Integrated Learning
- facilities for industry, professional and community engagement
- social spaces.

Developed as a technology-rich and engaging demonstrator site, NeW Space will also allow the University to create and pilot education models and pedagogy.

Approved budget: \$95.0m

Total 2014 expenditure: \$10.6m

Total expenditure to 31 December 2014: \$10.9m

Completion date: Early 2017

Callaghan student accommodation

In December 2014 we achieved occupancy of our new student accommodation on our Newcastle campus at Callaghan. All construction was completed in time for the commencement of Semester 1, 2015. This \$89.1m project, undertaken to meet the high demand for affordable on-campus accommodation, has created a total of 778 beds in four eight-storey tower buildings and nearly doubles the on-campus accommodation available.

These buildings provide self-catered accommodation in a

mix of studio, one, two, five and six bedroom apartments. The ground floor of each building includes a variety of 'common' study and social spaces as well as administration areas. During construction contractor John Holland Group Pty Ltd was asked to provide further information about a site incident involving one of its hoists and provide follow-up action as required. Completion of this project represents the largest construction project undertaken by the University to date and has been more than four years in the making. The buildings will open for student residential occupation from February 2015.

Approved budget: \$89.1m

Total 2014 expenditure: \$55.4m

Total expenditure to 31 December 2014: \$85.6m

Completion date: January 2015

Port Macquarie student accommodation

In July 2014 we opened our new student accommodation in Port Macquarie adjacent to Port Macquarie Base Hospital. This \$3.4m project was majority funded by Health Workforce Australia (HWA) and has been instrumental in providing us with an increase of clinical placement opportunities in the Port Macquarie region for students of allied health disciplines. The project included purchase and conversion of an existing residence to student accommodation and construction of an additional six two-bedroom units to provide a total of 20 beds for students to use on a short-stay basis while undertaking clinical placements in the area. This project supports the HWA objective to increase clinical placement opportunities within regional locations and increase the distribution of health professionals across Australia.

Approved budget: \$3.4m

Total 2014 expenditure: \$1.3m

Total expenditure to 31 December 2014: \$3.4m

Completion date: July 2014

Land disposals

The University did not dispose of any land during 2014.

K: Sustainability

In 2014 there was a continued focus on improving processes to measure and track resource utilisation, in particular for energy, water and waste.

The foundations have been laid for engagement with the campus community through targeted initiatives and an organisation-wide Sustainability Champions Program has recently been established to promote action. The unique bushland campus has seen notable improvements through strategically managing weed removal, offset planting for the new student accommodation at Callaghan and partnering in a catchment-wide wetland restoration project for Newcastle. Sustainable transport options are being critically reviewed in preparation for growing student numbers and an increased presence in the Newcastle CBD at NeW Space.

The information provided here summarises progress towards implementing our organisational sustainability initiatives. Our draft Environmental Sustainability Plan (2015–2017) documents actions and targets that build on previous successes. This report summarises achievements in the following sub-themes from our first Environmental Sustainability Plan: energy and carbon emissions; water; landscape and biodiversity; waste; sustainable transport; and asset planning and environmental compliance.

Energy and carbon emissions

The University performs well against its peer institutions, with energy usage per gross floor area of facility in the lowest of the groups of research-intensive Universities. Electricity and gas usage continue to fall and actions identified for implementation in 2015 are set to continue this trend.

Water

We continued to implement water savings actions including tap, cistern and showerhead retrofits in student residences and the expansion of the automatic water meter reading system across the organisation. The electronic metering system allows earlier detection of water leaks and promotion of sustainable water use on campus. There is an identified need to develop an organisational water footprint in 2015 to enable identification and tracking of future performance improvement in water management.

Landscape and biodiversity

Over 4,000 hours of bush regeneration were completed at Callaghan and allocated to weed removal. The team worked across the majority of native bushland areas on campus, including the two wetlands and riparian areas as identified in the Landscape Management Implementation Plan. Significant improvements are visible and in 2015 a Bushland Report Card will be developed to capture these improvements. A University Student Landcare Group was formed and is involved in regular regeneration and awareness activities. Landscape management activities also continued at Ourimbah.

A Development Application process was developed in consultation with Newcastle City Council that allows for compensatory offset options in addition to tree planting. Offsets for the new student accommodation at Callaghan include nest boxes for micro bats, sugar gliders and possums as well as planting of 6,000 natives, creek restoration and ongoing weed management and monitoring programs. A tree management permit was added to the works permit system to maintain compliance.

We partnered with WetlandCare Australia to deliver the Newcastle Ramsar Connections project to restore our urban waterways. Our project area includes the two large wetlands and riparian corridor linkages on Callaghan Campus. Monitoring sites have been established to track progress against established targets. As part of our commitment to the program, the three hectare wetland behind the Engineering precinct has been returned to its previous open water state, improving wetland health and controlling mosquito breeding conditions. Other activities in 2014 included:

- the Landscape Consultative Group holding a successful workshop and generating an action plan for integration into landscape maintenance work programs
- a Bush Fire Risk Assessment being conducted at Callaghan and Ourimbah to inform management of the estate; results supported the implementation of emergency management and evacuation plans.

Waste

A key priority in 2014 was to identify and estimate waste streams at our Callaghan, Ourimbah and Newcastle CBD campuses and to make recommendations on waste minimisation, collection, treatment and disposal solutions. External consultants were engaged to conduct a waste audit and the results will inform

Energy, water and carbon statistics

	2010	2011	2012	2013	2014
Energy GJ/m ² (includes residential)	0.50	0.53	0.53	0.49	0.49
Water kL/m ² (includes residential)	0.63	0.69	0.66	0.65	0.62
Carbon CO ₂ kg/m ² (includes residential and Green Power)	94.3	103.5	99.8	90.8	89.1

Source: Data collected through metering and billing

waste management under a head contractor model, providing information to support development of a waste engagement strategy in 2015. Key waste audit statistics include:

- over 2,857 kg of waste was sorted and weighed: 22 per cent was identified as co-mingled recycling, 12 per cent was paper and cardboard and 66 per cent general waste
- the estimated annual waste generation consists of 82 per cent from Callaghan campus, 13 per cent from Central Coast campus and 5 per cent from Newcastle CBD campus
- the overall waste stream (all campuses combined) comprises 46 per cent organic material, 16 per cent paper/cardboard, 15 per cent recyclable containers and 23 per cent other material.

Callaghan and Ourimbah campuses combined sent 610,047kgs of general waste to landfill (680,000kgs in 2013) and recycled 211,900kgs (175,000kgs in 2013) – data provided by Transpacific.

As required by the Waste Reduction and Procurement Policy, now superseded by the NSW Government Resource Efficiency Project, we continue to recycle all of our green waste on site at Callaghan and Ourimbah. Excavation waste is tested and re-used where appropriate and construction waste is removed and recycled.

Our Environmental Sustainability Plan and consultant guidance document for Ecologically Sustainable Design support consideration of the supply chain and use of construction materials to reduce waste and utilise recycled materials in building projects. The University's Sustainability Champions network is promoting behaviour change in reducing paper use and office consumables. We are reviewing compostable food packaging for use in food outlets.

Sustainable transport

A cost benefit analysis undertaken in 2014 informed a recommendation to progressively purchase electric vehicles for the University fleet as the current combustion engine vehicles become due for replacement. Vehicles would be supplied energy from charge stations fed from solar panels. A key highlight of 2014 was the opening of two bike hubs at Callaghan campus, each with 52 bike racks, 42 lockers, showers and toilets. The bike hubs were immediately successful and have been a catalyst for additional cyclist infrastructure and engagement initiatives. Finally, there were 324 registered carpool users in 2014 with 39 parking bays. Supported by data from carpool audits in 2013 and 2014, carpooling bays were redistributed between car parks to increase utilisation.

Asset planning and environmental compliance

We are one of the first universities in Australia to prepare a Strategic Asset Management Plan which aims to drive leading and innovative environmental sustainability measures in our campus facilities and activities. It is supported by a Masterplan Framework prepared in 2014 to ensure that our unique bushland

campus continues to operate in an environmentally sustainable way into the future. Other activities in 2014 included:

- the preparation of several long-term Environmental Management Plans to manage potential contamination of previous industrial sites in the event of future small or large scale disturbance
- the adoption of a Green Star rating system for new buildings and refurbishments
- the finalisation of the 2015–2017 Environmental Sustainability Plan which identifies specific actions, key performance areas and reporting measures across the sustainability themes, and provides guidance for implementation of sustainability projects and initiatives over the next three years.

L: Financial compliance

Significant changes in state of affairs

There were no significant changes in the state of affairs in 2014, apart from the voluntary winding up of UoN Services Ltd.

Matters subsequent to year end

There were no events subsequent to the year end which have had a significant effect on the financial and other operations of the University, or on its community in 2015.

Audit outcomes

The NSW Auditor-General through the Audit Office of New South Wales issued an unmodified audit opinion on the 2014 financial statements.

Liability management performance

The NSW Treasury does not provide benchmark information relating to the performance of borrowings.

Overseas travel

The University is committed to growing its reputation internationally and building worldwide awareness of its educational achievements and innovative research outcomes.

In 2014 University staff members travelled overseas to promote the University, and collaborate internationally by undertaking international research and delivering academic presentations to audiences across 93 countries.

The total expenditure on international travel was \$6.0m in 2014 (2013: \$6.2m). This includes the cost of airfares, accommodation and other transport costs.

Movement in wages

The movement in wages in 2014 is consistent with the University's strategy and reflects enterprise agreement salary increases.

There were no exceptional movements in wages, salaries or allowances in 2014.

Investment performance

Performance achieved compared to NSW Treasury Corporation Benchmarks (University only)

UON investment category	1 year performance %	NSW T Corp Benchmark	1 year performance %
Short-term cash investments	4.3	Hour-Glass Strategic Cash Facility Trust	3.1
Short-term managed investments	3.4	Hour-Glass Cash Facility Trust	2.9
Long-term investments	5.7	Hour-Glass Long Term Growth Trust	9.3

Source: University treasury records, NSW TCorp Hour-Glass Investment Report, Mercer Consulting records

Accounts payable performance in 2014 (University only)

Accounts payable at:	31 March \$m	30 June \$m	30 September \$m	31 December \$m
Not overdue	7.3	4.4	4.2	8.9
Under 30 days	0.5	2.3	0.8	1.5
Between 30 to 60 days	0.1	0.4	0.3	0.7
Between 60 to 90 days	0.0	0.1	0.1	0.0
More than 90 days overdue	0.0	0.1	0.0	0.0
Total	7.9	7.3	5.4	11.1

Invoices paid on time	31 March	30 June	30 September	31 December
Invoices paid on time	%	%	%	%
Actual based on volume	55.2	59.2	59.8	61.9
Actual based on value	60.9	76.2	77.7	73.3
Target	66.7	66.7	66.7	66.7
	\$m	\$m	\$m	\$m
Actual value paid	30.6	43.5	53.0	58.3
Total amount paid	50.2	57.1	68.2	79.6

There were no instances where penalty interest was paid. There were no significant events that affected payment performance. There were no significant actions taken to improve performance.

Funds granted to non-government community organisations

Name of recipient organisation	Programs area as per budget	Nature and purpose of the project including aims and target clients	Grant amount \$
Engagement Australia	Office of Alumni and External Relations	To promote the University's role in the scholarship of engagement	5,272
Hunter Research Foundation	Office of Alumni and External Relations	To support the strategic partnership with the independent regional research partner	12,000
Hunter Young Professionals	Office of Alumni and External Relations	To support business networking opportunities for early-career graduates in the hunter	3,500
Newcastle Navratri	Community Engagement	Indian based community group festival. To support and enhance engagement with the local Indian community.	1,000
China Australia Millennial Project (CAMP)	Confucius Institute	To help CAMP launch its project, establish active and interested parties, establish a core working group, and cover administrative and logistical expenses. CAMP aims to foster meaningful connections between China and Australia by bringing together 100 young innovators from China and another from Australia for a Summit during the Vivid Sydney Festival 2015.	15,000
Newcastle Chapter of the Australia China Youth Association (ACYA@UoN)	Confucius Institute	To support ACYA@UoN in participating in industry networking events and ACYA national events; to support ACYA's participation in China Festival 2014.	1,878
Total			38,650

2015 Budget

Summary 2015 budgeted financial performance (University only)		\$m
Income		
Government contributions		311.4
Student contributions		270.3
Research		71.7
Other		50.4
Total income		703.8
Expenses		
Salary and related		391.9
Non-salary		222.5
Depreciation		39.2
Total expenses		653.6
Surplus for the year		50.2

M: Controlled entities

UON Singapore Pte Ltd

UON Singapore Pte Ltd was established to manage the University's resources and contractual obligations associated with the delivery of degree programs offered in Singapore in partnership with PSB Academy. UON Singapore now has students from over 30 countries enrolled in 13 programs in both full-time and part-time modes, and a second partnership with BCA Academy. Our student outreach continues to expand as we increasingly participate in regional education and career fairs as well as seminars, conferences and workshops.

The company's objectives include working with other high quality education partners in the region, complementing the University's internationalisation strategy, carrying out research activities, and supporting the University's research and other objectives in the region.

2014 achievements

- new collaborative agreement with PSB Academy: UON Singapore and PSB Academy signed a new five-year Collaborative Agreement on July 8, 2014. The Agreement provides an ideal platform for the next phase of UON Singapore's development.
- competitive research grant from Workplace Safety and Health Institute (Ministry of Manpower, Singapore): Faculty of Health and Medicine researchers based at UON Singapore were awarded a \$0.3m research grant entitled "Workplace Safety and Health in the Singapore Construction Industry: Assessing the Nexus between Mental Health and Productivity".
- research outcomes: The 2014 research highlights include 3 books, 11 international refereed journal articles, 6 book chapters, 14 peer reviewed conference papers and 8 seminars hosted by UON Singapore.
- development and implementation of UON Singapore Strategic Plan 2014–2016: Leveraging Excellence
- financial performance: Robust financial performance with enrolment figures surpassing the budget target.

Looking forward

Planned strategic activities in 2015 include:

- new partnerships and new programs: Part-time Master of Business Administration (MBA) program with collaboration of SHRI Academy (a subsidiary of the Singapore Human Resource Institute); Part-time Bachelor of Business in Logistics and Supply Chain Management and International Business with collaboration of SMF Institute of Higher Learning (a subsidiary of the Singapore Manufacturing Federation).
- launch of UON Singapore Executive and Professional Programs and Short Courses.
- 2015 ASEAN-Australia Engineering Congress on Innovative Technologies for Sustainable Development and Renewable Energy co-organised by UON Singapore (March 2015).

- UON Singapore Inaugural Awards Night: Recognising and rewarding our talented students and staff.
- multi-disciplinary Conference on the Transformation of Asia-Pacific Economies to be hosted by UON Singapore.

Newcastle Innovation Ltd

Newcastle Innovation is the technology transfer company of the University of Newcastle, founded in 1969. The objective of the company is to create value from knowledge transfer from the University to industry and government partners. This involves building internal resources to access the intellectual property and research capabilities at the University and connecting these opportunities to target markets both in Australia and internationally.

The principal activities of the company are the undertaking of research and consulting projects and the commercialisation of intellectual property. There were no significant changes in the nature of these activities during the year.

2014 achievements

- record levels of major research project activity undertaken with industry partners
- research revenue increased significantly from 2013 activity, with a record level of total accountable research revenue achieved
- an increase on intellectual property disclosures which were achieved above forecast levels.

Newcastle Innovation performed well against performance targets and measures, facilitating the commercialisation of a number of early stage technologies and establishing relationships with a range of industry partners.

Looking forward

Planned strategic priorities for 2015 include:

- promoting the competencies and resources of the University of Newcastle to industry and government stakeholders on a regional, national and international level
- building relationships with industry and government agencies that can lead to large contracted research or consulting projects
- successfully identifying, capturing and commercialising the University's Intellectual Property
- fostering opportunities to better support an entrepreneurial university culture with academic and professional staff
- providing knowledge mobilisation of the benefits of innovation and entrepreneurship to internal and external stakeholders.

UoN Services Ltd

The mission and vision of UoN Services is to provide a vibrant student experience and campus life for students and to achieve excellence in service provision. The company strives to enhance the student experience through a variety of programs, service offerings and activities. It is similarly focused on providing excellence and sustainability in the provision of these services

and amenities to students, whilst building and maintaining a strong, resilient and capable organisation. The principal activities of the company are enhancing the shared University experience for students through excellence and sustainability in the provision of services and amenities; and providing an engaging student experience and campus life.

In order to ensure the long-term viability of the activities and functions of UoN Services, all activities and the majority of staff were transferred to the University on 1 November 2014. UoN Services Limited will be deregistered as a company in 2015.

2014 Consolidated results

	Total income \$m	Proportion of group %	Net surplus (deficit) \$m	Budget net surplus \$m	Proportion of group %	Net Assets \$m	Proportion of group %
University of Newcastle	676.1	97.4	49.9	37.8	113.9	1,183.4	99.2
Newcastle Innovation	17.2	2.5	(0.1)	0.3	(0.2)	4.6	0.4
UON Singapore	6.8	1.0	1.3	-	2.9	5.5	0.5
UoN Services	8.6	1.2	(6.7)	(1.3)	(15.3)	-	-
Consolidated adjustments	(14.4)	(2.1)	(0.6)	-	(1.3)	(0.7)	(0.1)
Consolidated entity	694.3	100.0	43.8	36.8	100.0	1,192.8	100.0

The audited financial statements for the University's three controlled entities are available on the University's website.

Glossary

AACA	Australian Association of Campus Activities
AGS	Australian Graduate Survey
AQF	Australian Qualifications Framework
ARC	Australian Research Council
AWIL	Academic Women in Leadership
CBD	Central Business District
CCTV	Closed-circuit Television
CEEHE	Centre of Excellence for Equity in Higher Education
CRC	Cooperative Research Centre
DECRA	Discovery Early Career Researcher Award
EFTSL	Equivalent Full Time Student Load
ELICOS	English Language Intensive Courses for Overseas Students
EVP	Employee Value Proposition
FTE	Full Time Equivalent
HDR	Higher Degree by Research
HERDC	Higher Education Research Data Collection
HMRI	Hunter Medical Research Institute
HREC	Human Research Ethics Committee
HWA	Health Workforce Australia
GIPA	Government Information Public Access
GPP	Global Partnership Plan
LTIFR	Lost Time Injury Frequency Rate
MIS	Management Information System
NCAT	NSW Civil and Administrative Tribunal
NHMRC	National Health and Medical Research Council
NGO	Non-government Organisation
NIER	Newcastle Institute of Energy and Resources
NURO	Newcastle University Research Outputs
OLT	Office of Learning and Teaching
PID	Public Interest Disclosure
PRC	Priority Research Centre
PC2	Physical Containment Level 2
PRD	Performance Review and Development
RIBA	Royal Institute of British Architects
RIL	Research Integrated Learning
SES	Socio-economic Status
SFUN	Student Feedback on the University of Newcastle Survey
SIO	Service Improvement Office
TEAL	Technology Enabled Active Learning
TEQSA	Tertiary Education Quality and Standards Agency
VET	Vocational Education and Training

WHS	Workplace Health and Safety
WIL	Work Integrated Learning
UAC	Universities Admissions Centre
UON	University of Newcastle

Legislation under which report prepared

- *Annual Reports (Statutory Bodies) Act 1984*
- *Annual Reports (Statutory Bodies) Regulation 2010*
- *Australian Charities and Not-for-profits Commission Act 2012*
- *Disability Services Act 1993*
- *Government Information (Public Access) Act 2009*
- *Government Information (Public Access) Regulation*
- *Independent Pricing and Regulatory Tribunal Act 1992*
- *Public Interest Disclosures Act 1994*
- *Public Interest Disclosures Regulation 2011*
- *Public Finance & Audit Act 1983*
- *Privacy and Personal Information Protection Act 1998*
- *Public Sector Employment and Management Act 2002*
- *Higher Education Support Act 2003*

Index

Academic Senate 53, 119

Access 149

Additional matters for inclusion in annual reports 96, 134, 149

Agreements with the Community Relations Commission 129

Aims and objectives 19

Alumni 28

Australian Research Council (ARC) 31

Benchmarking (see also reviews) 24

Budgets 47, 144

Chancellor's message 6-7

Charter 49

Code of Conduct 49, 54, 137

Committees 50-53

Conjoint staff 36

Consumer response 137

Controlled entities 95-96, 145-146

Council 49-54

Disability plans 129

Economic or other factors 45

Enrolments 10, 118, 121-123

Enterprise bargaining 36, 132

Environment 41, 43, 141

Ethical standards 54, 137

Equal employment opportunity (equity and diversity) 35-36, 129-131

Finance

* financial statements 59-116

* overview 44-47

Five years – key statistics 118

Foundation 28

Functions and powers 50

Funds granted to non-government community organisations 144

Future plans (see also strategic planning) 19, 27, 34, 38, 43, 47

GIPA 134-136

Governance 54-58

Highlights 12-17

Human resources 35-38, 127-132

Identification of audited financial statements 59-116

International

* alumni 28

* exchanges 28

* students 10, 121-123

Internal audit 53, 138

Insurance 54

Investment performance 143

IT (information technology) 43

Land use and disposal 111, 140

Legal change 139

Letter of Submission 2

Liability management performance 143

LFTIR 132

Major works 140

Management and activities 54-58, 22-43

Mission and goals 4, 19

National Health and Medical Research Council (NHMRC) 31

Organisation

* basis of authority 50

* committees 50-53

* governance 48-54

* organisational chart 51

* research and innovation 30-34

* executive officers 54-58

Payment of accounts 143

Personnel (see staff, HR) 35-38, 127-132

Physical environment 40-43

Planning (see also strategic planning) 19, 27, 34, 38, 43, 47

Printing and distribution requirements 149

Promotion 143

Public availability of Annual Reports 149

Public Interest Disclosures 137

Remuneration and numbers of executives 132-133

Research 30-34

Reviews 138

Risk management 53

Scholarships 23

Staff 35-38, 127-132

Strategic planning 19, 27, 34, 38, 43, 47

Student/s

* Indigenous 22, 125

* International 10, 121-123

* load 10, 123

* low SES 125

Subsidiaries 95-96, 145-146

Summary review of operations 22-43

Sustainability 141

Time for payment of accounts 143

Teaching awards 25-26

Vice-Chancellor's message 8-9

Waste 141

Workforce diversity 129-131

Workplace Health and Safety 132

Access and printing costs

We welcome feedback and enquiries from the public by telephone, postal mail, email or in person.

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Inside front cover image – Luke Thurgate drawing on a wall at the University Gallery for the Transformations Exhibition, which showcased the works of artists who have studied Visual Art in the Open Foundation program, as part of the 40th anniversary celebrations of Open Foundation in November 2014.

p15 Yasmin Meakes/Eastern University Games image reproduced courtesy Glen Eaton

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