Our 2025 commitment

By 2025, UNSW will be Australia’s Global University and a leading research-intensive and teaching-intensive university, delivering:

1. **World-leading research** of the highest ethical standards and integrity, across the full spectrum of arts, built environment, business, design, law, social sciences, engineering, medicine and science.

2. **Research impact** through the generation of new knowledge applied to solve complex problems, deliver social benefits and drive economic prosperity, locally, nationally and globally.

3. **Exemplary education** for every student through integrating the most innovative developments in digital and face-to-face learning into novel solutions, to improve educational quality and the student experience.

4. **In-demand graduates** optimally prepared for the opportunities and challenges of the 21st century global workplace and motivated by a desire to make a positive impact on society.

5. **Equality of opportunity** for all our students, staff and the wider UNSW community, combined with a commitment to the active promotion of equality beyond the University.

6. **Thought leadership** harnessing UNSW’s intellectual capacity to deliver expert contributions to lead and inform debate, policy making and global issues.

7. **A significant contribution to national and global prosperity** through innovative, transformative partnerships with community, industry, government and our alumni, facilitating the translation of research and education into economic and social benefits.

8. **Excellence in international education** leading the world in educating students from overseas, through our innovative and flexible educational platform, offering a truly global experience to all of our students.

9. **Partnerships** with other great institutions in Australia and across the globe, which share our ethos and can collaborate with us in achieving our strategic goals.

10. **Social justice** achievements built on UNSW’s work with disadvantaged and marginalised communities in Australia, the Asia-Pacific and globally.

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UNSW Annual Report 2015 – Volume 1

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The University’s 2015 Financial & Statutory reports are in Volume 2.

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Cover Image: Rising star Dr Xiaojing Hao is developing next-generation photovoltaic technology to transform the global solar market. Read more about Xiaojing’s work and other groundbreaking UNSW research in 20 rising stars who will change our world, part of the Research@UNSW series. Photo: Quentin Jones
Message from the President & Vice-Chancellor

It is my pleasure to present UNSW's Annual Report for 2015, my first year as President and Vice-Chancellor.

2015 has been significant on many fronts. A key step was the development of a strategy that would set our priorities for the next 10 years and position UNSW as Australia’s Global University, among the world’s top 50. We pursue this aspiration not to celebrate our position in a league table but in the belief that a great university, which is a global leader in discovery, innovation, impact, education and thought leadership, can make an enormous difference to people’s lives.

In October we launched the UNSW 2025 Strategy after extensive consultations with staff, students, alumni and external partners. At its core are three priorities: academic excellence in research and education, social engagement and global impact.

Supporting the launch was a Deloitte Access Economics report, which for the first time put a dollar value on universities’ contribution to the economy. It found the research output of UNSW alone contributed $15 billion to the Australian economy in 2014. As a whole, the university sector contributed $160 billion, or about 10% of GDP. This is more than Australia’s mining sector.

As Australia transitions to a knowledge economy, governments and industry will increasingly look to universities to help translate great ideas into social and economic prosperity. To boost our innovation culture, in June we launched an Australia-first innovation hub, the Michael Crouch Innovation Centre, to nurture student innovation across all disciplines and foster strong two-way connections with business.

I was pleased to see UNSW staff secured more than $36 million in Australian Research Council grants in 2015, the most in the state and the third largest amount nationally. We also won close to $60 million from the National Health and Medical Research Council, including major grants for work on Alzheimer’s disease.

As part of the 2025 Strategy, we are working on an ambitious program of expansion.

A notable announcement was the federal government’s pledge of $26 million over five years to the ARC Centre for Quantum Computation and Communication Technology, headquartered at UNSW. The Centre, directed by Scientia Professor Michelle Simmons, leads the world in the race to build the first quantum computer in silicon. Within days of the announcement, the Commonwealth Bank and Telstra followed suit, each pledging $10 million.

Honours flowed for individual researchers too, including chemical engineer Cyrille Boyer, awarded a prestigious Prime Minister’s Science Prize; Scientia Professor Simmons, who was named a fellow of the American Association for the Advancement of Science; and human rights lawyer Megan Davis, who was elected Chair of the United Nations permanent forum on Indigenous issues.

We continue to attract students of impressive calibre. The median ATAR of our first-year school leavers was the highest in the State and we were once again the destination of choice for the highest percentage of the top 500 students’ first preferences.

Computing students won the RoboCup soccer world championships for the second year running: the Sunswift solar racing car, the world’s fastest electric car, ended the World Solar Challenge race in fourth place after traversing more than 3000 km powered entirely by the sun; and James Haw from UNSW Canberra and Haj Narulla from UNSW Law were named 2016 Rhodes scholars – Haj becoming the fourth UNSW Law student in three years to win the coveted Oxford University scholarship.

UNSW’s leadership in Indigenous education is a point of personal and institutional pride and it was gratifying to see eight Indigenous doctors graduate from UNSW Medicine – the most in a single year. A record number of Indigenous PhD students also completed their studies.

The University continues its sound financial management and ended the year with a group operating result of $11 million after adjustment for one-off system valuation write-downs. As part of the 2025 Strategy, we are working on an ambitious program of growth and expansion. Implementing the strategy will require strategic investment of $3 billion matched by a funding program, part of which will involve the University incurring a planned deficit for two successive years as funding initiatives are launched.

These are just some highlights from a remarkable year. Our 2025 Strategy contains ambitious goals and we are in a strong position to make them a reality. I commend this report to you and look forward to sharing our progress in future reports.

Professor Ian Jacobs

Message from the Chancellor

At the beginning of 2015 we welcomed Professor Ian Jacobs to UNSW as our new President and Vice-Chancellor. Under his leadership, UNSW has continued to excel on all fronts and he is shaping an exciting new vision for the University’s future.

One of Professor Jacobs’ first priorities was to develop a comprehensive strategy that would sustain our progress over the next decade, and beyond. We have been steadily climbing global rankings, and our goal is to be counted among the very best universities in the world. It’s an ambitious objective but one worthy of where we stand at the present time. The University Council and I are totally committed to supporting the strategy and seeing its vision come to fruition.

At UNSW we have a history of innovation and an exceptional track record of delivering research outcomes with practical benefits, and innovative teaching that enriches the lives of students. As part of the 2025 Strategy, we will continue to make strides in these areas. We will also continue to focus on social justice, the grand challenges facing our society, such as climate change and mental health, and we will ensure our global impact is matched by strategic partnerships with the very best international institutions.

One way we are working toward these goals is by continuing the renewal of our campus. In July, we opened the new Mechanical and Manufacturing Engineering precinct. This $67 million redevelopment, including the new Answoods and Building, named after philanthropist and businessman Len Ainsworth, is now home to more than 1600 of Australia’s future engineers. It features state-of-the-art equipment, laser and mechatronics labs, as well as wind tunnels and a flight simulator.

We have also opened a new Materials Science and Engineering building, which is home to the Michael Crouch Innovation Centre. This hub for student ingenuity will help our students and future leaders think like innovators. I’m delighted that the centre’s catchphrase – find a better way – is inspired by Michael’s approach to innovation and philanthropy.

The 2025 Strategy is an obvious next step for a university that has achieved so much in only 67 years. The senior management team has developed clear goals and these will enable continued campus growth and renewal, the recruitment and retention of outstanding academics and professional staff, a significant increase in philanthropic donations, more competitive research grants, and a bolstered international reputation.

I am excited to be part of this next transformation for UNSW and I thank the University’s Council, management, staff and alumni and other friends for their enormous efforts and support without which none of this could occur.

Mr David Gonski AC

Annual Report of The University of New South Wales

In accordance with the Annual Reports (Statutory Bodies) Act 1984 (NSW), UNSW presents to the Honourable Adrian Piccoli MP, Minister for Education, the following report of its proceedings for the period 1 January to 31 December 2015.

Professor Ian Jacobs
President and Vice-Chancellor

Mr David Gonski AC
Chancellor
About UNSW Australia

Established in 1949 with a unique focus on the scientific, technological and professional disciplines, UNSW is a leading Australian university committed to making a difference through pioneering research and preparing the next generation of talented global citizens for career success.

UNSW has a proud tradition of sustained innovation, focusing on areas critical to our future – from climate change and renewable energies to lifesaving medical treatments and breakthrough technologies. In the social sciences, UNSW research informs policy and expert commentary in key issues facing society ranging from human rights and constitutional recognition of Indigenous Australians to public health and population ageing.

UNSW offers an extensive range of undergraduate, postgraduate and research programs. We attract talented students from across Australia and around the world. Our almost 55,000 students come from 128 countries, making us one of Australia’s most cosmopolitan universities. Our emphasis on quality continues to push up entry standards – in 2015 we had the highest median ATAR in NSW and attracted the largest percentage of the State’s top 500 school leavers.

The main UNSW campus is located on a 38 hectare site at Kensington, seven kilometres from the centre of Sydney. Other major campuses are Art & Design in Paddington and UNSW Canberra at the Australian Defence Force Academy.

Making a difference as Australia’s Global University

Our aspiration for the next decade is to establish UNSW as Australia’s Global University, improving and transforming lives through excellence in research and education and a commitment to advancing a just society. We aspire to this in the belief that a great university, which is a global leader in discovery, innovation, impact, education and thought leadership, can make an enormous difference to the lives of people in Australia and around the world.

Ranked in the world’s top 100 universities, UNSW is a founding member of the Group of Eight and the prestigious Universitas 21 international network. It is the only Australian member of the Global Alliance of Technological Universities and is also a member of the Association of Pacific Rim Universities and a partner in the emerging PLUS Alliance with King’s College London and Arizona State University.

Values

In pursuing our vision and objectives, members of the UNSW community will demonstrate the following values:

• Partnership – working in teams to best serve our communities
• Integrity, transparency and ethical decision making, inspiring openness, courage and trust
• Respect – listening and engaging with each other and our communities.
2015 Snapshot
(as at 31 December 2015)

STUDENTS

54,043 STUDENTS

39,651 LOCAL STUDENTS

14,392 INTERNATIONAL STUDENTS

40,174 STUDENT LOAD (EFTSL)

19,777 COMMENCING STUDENTS

279,226 ALUMNI

STAFF

6,228 TOTAL STAFF

1,681 full-time equivalent

FEMALE 1,110

MALE 1,754

ACADEMIC STAFF

FEMALE 2,152

MALE 1,212

PROFESSIONAL STAFF

2015 Financial Summary

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<td>(675,041)</td>
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<td>Accounting result</td>
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<th>Restricted for specific purposes:</th>
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<td>(17,668)</td>
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<tr>
<td>Capital grants</td>
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<td>Specific purpose grants</td>
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<th>Non-core operating:</th>
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<td>Investment funds</td>
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<td>Extraordinary items(^1)</td>
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<th>Operating surplus/(loss)</th>
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<td></td>
<td>(1,775)</td>
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\(^1\) Recognition of the Commonwealth and NSW Governments’ agreement to fund the State Authorities Non-contributory Superannuation Scheme (SANCS) liabilities.

8 FACULTIES

1 COLLEGE

47 SCHOOLS

125 UNSW AND EXTERNAL CENTRES AND INSTITUTES

18 ON-CAMPUS COLLEGES AND AFFILIATED STUDENT ACCOMMODATION

4,202 ACADEMIC VISITORS

(420 full-time equivalent)

Studens by Level of Program

- 32,970 Bachelor and Diploma
- 13,497 Masters Coursework
- 3,707 Doctorate
- 1,594 Grad Dip and Grad Certificate
- 1,717 Enabling and Non-Award
- 557 Masters Research
- 1 Postgraduate Qualifying

Top 10 Countries of Origin for International Students

- 7,386 China (excluding Hong Kong)
- 796 United States of America
- 762 Hong Kong
- 725 Malaysia
- 649 Indonesia
- 507 Singapore
- 376 India
- 280 Vietnam
- 279 Brazil
- 254 Republic of Korea

\(^\#\) Full-Degree and Non-Award

Aerial view of the UNSW Kensington campus. Photo: Ethan Rohloff
Unique in Australia, UNSW Canberra at the Australian Defence Force Academy provides undergraduate education for officer cadets as well as postgraduate programs in arts, business, engineering, IT, management and science, which are open to all students.

The MBA program offered by AGSM@UNSW is recognised as one of the finest in the world by the Financial Times (UK) 2015 ranking of the top 100 global MBA programs.

UNSW researchers won the highest amount of Australian Research Council funding in the state, and ranked third in Australia.

UNSW is a founding member of both the Group of Eight—a coalition of Australia’s leading research-intensive universities—and the prestigious Universitas 21 international network.

UNSW is the only Australian member of the Global Alliance of Technological Universities; is a member of the Association of Pacific Rim Universities; and is a partner of Coursera, the largest provider of MOOCs in the world.

UNSW boasts the largest number of millionaire alumni of any university in Australia.

UNSW has produced more technology entrepreneurs in the past 15 years than any other Australian university.

More of Australia’s top CEOs who lead ASX 200 companies studied at UNSW than any other university.

UNSW is ranked 46th in the 2015 QS World University Rankings.

UNSW is ranked 18 Subjects in World’s Top 50

1. Accounting and finance
2. Civil and structural engineering
3. Psychology
4. Law
5. Business and management studies
6. Architecture
7. Art and design
8. Materials sciences
9. Chemical engineering
10. Computer science
11. Mechanical, aeronautical & manufacturing engineering
12. Electrical and electronic engineering
13. Environmental sciences
14. Education
15. Medicine
16. Economics & econometrics
17. English language and literature
18. Communication and media studies

Research Excellence

Founding partner ATP Innovations: World’s no.1 Technology incubator (2014 International Business Innovation Association Incubator of the Year)

Biggest student start-up program in Australia (562 programs supported since 2014)

Top performing easy access IP organisation worldwide (UK 2015 report)

The University is ranked

BEST MBA

Research Excellence

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Leader in Education

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The country’s top 30 employers hire more graduates from UNSW than any other Australian university.

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(LinkedIn survey, 2015)

(Spear’s WealthInsight 2014)

(Leading Company 2012)

(Spear’s WealthInsight 2014)

(CrunchBase 2013)

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(LinkedIn survey, 2015)
2015 in Review

January

Healthy brains
Researchers help discover five genes that influence normal brain development. The findings, published in Nature, could improve the understanding of neuropsychiatric illnesses.

Women in STEM
Chairman of the Royal Academy of Engineering and ARC Laureate Fellow Veena Sahajwalla launches UNSW’s 50:50 program, which aims to encourage more women into science and engineering-related careers.

Architecture gift
UNSW Built Environment receives a $10 million gift from philanthropist Justin Bell to help transform the lives of some of the world’s most vulnerable people.

Gandhi Oration
Peace activist Ela Gandhi delivers the annual Gandhi Lecture at UNSW, which commemorates the life and teachings of her grandfather Mahatma Gandhi.

Spotlight on research stars
UNSW’s Science and Engineering Radio National team up to present the Top 5 Under 40 – an exciting initiative that will give voice to the next generation of Australia’s leading researchers.

February

New President and VC
President and Vice-Chancellor Professor Ian Jacobs begins his term and outlines his aspirations for the University.

Decoding Aboriginal legends
Researchers find evidence linking Aboriginal legends of meteorite strikes to 50-year-old impact craters. Their findings suggest Indigenous stories hold clues to Australia’s ancient natural history.

Fulbrights take flight
In a record-setting year for UNSW, five staff members and graduates receive prestigious Fulbright scholarships to study in the US.

Forgiven Australians
UNSW-wide study investigating the impact of the 500,000 ‘Forgotten Australians’ who were sent to work is launched by Justice Peter McClellan, chair of the Royal Commission into Institutional Responses to Child Sexual Abuse.

Drinking water quality
Environmental engineer Stuart Khan is appointed to a top World Health Organisation advisory group to help draft global drinking water guidelines.

March

Health care
Researchers help discover five genes that influence normal brain development. The findings, published in Nature, could improve the understanding of neuropsychiatric illnesses.

Women in STEM
Chairman of the Royal Academy of Engineering and ARC Laureate Fellow Veena Sahajwalla launches UNSW’s 50:50 program, which aims to encourage more women into science and engineering-related careers.

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April

Quantum breakthrough
A UNSW team led by Associate Professor Marina Morreello successfully encodes quantum information into silicon quantum bits, reported in Science Advances, bringing scalable quantum computers closer to reality.

Road safety
Australia’s largest study into everyday driving pressures is launched, led by UNSW’s Transport and Road Safety Research group.

Business subjects lead
UNSW claims the top spot nationally for Accounting and Finance in the 2015 QS World University Rankings. UNSW records 18 subjects in the world’s top 50.

Energy for all
Graduates Ben Merven and Monique Atiemo-Addo of UNSW’s Energy for all, an innovative social enterprise delivering affordable solar-powered lighting to millions of India’s poorest people.

May

Contact lens innovation
The world’s first Extended Depth of Focus contact lens, invented at the Brien Holden Vision Institute at UNSW, is granted approval by the US Food and Drug Administration.

Traffic solution nets prize
A team of students wins first prize in the inaugural Australasian Global Ingenuity Challenge for their innovative solution to reduce urban traffic congestion.

Indigenous PhDs
Four UNSW students graduate with PhDs – a single-year record for the University.

June

World Bank appointment
Professor Peter Newton is appointed as the head of the Social Policy Research Centre – one of 24 leading international economists appointed to the World Bank Commission on global poverty.

July

Engineering powerhouse
The UNSWnano Research Centre places 4th in the annual list of Australia’s Top 100 Most Influential Engineers, compiled by Engineers Australia magazine.

Linkage grant success
UNSW researchers top the country, receiving $227.5 million in government and industry funding from the Linkage Grants scheme of Australia’s National Innovation and Science Agenda.

Turnbull opens engineering precinct
Malcolm Turnbull joins businesswoman and philanthropist Len Ainsworth to open the new $57 million Mechanical and Manufacturing Engineering Research Precinct within UNSW’s Innovation Hub.

Robot champs
Engineering students win their third consecutive international Robocup soccer championship in China, beating an elite German squad 3–1 in the final.

Solar promise
Opposition leader Bill Shorten visits UNSW to meet with the “best solar researchers in the world” and reiterates Labor’s pledge to generate 50% of Australia’s electricity from renewable sources within 15 years.

August

Dementia support
Research at UNSW gets a major funding boost as researchers receive close to $13 million for two projects from the National Health and Medical Research Council.

Top 50 in the world
UNSW continues to rank in the top 50 of the QS World University Rankings, moving up two spots to 46, thanks to stellar employer and academic reputation, and big jumps in subject rankings.

Innovation hub unveiled
UNSW opens the Michael Crouch Innovation Centre to nurture student innovation across all disciplines and foster stronger two-way connections with business.

Sustainable development
UNSW wins the 2015 Australian Sustainable Development Research Award for Promoting ‘Values’ and ‘Practical’ Approaches to Sustainable Development.

September

Women of influence
UNSW scientists working on quantum computing, threatened ecosystems and marine science win prestigious Australian Museum Eureka Science Prize.

Climate for change
Ahead of the UN Climate Change Conference in Paris, UNSW partners with FairFax Media to host a special public forum ‘Climate for Change’. Climate change is one of the world’s top 50 global ‘Grand Challenges’ identified in UNSW’s 2025 Strategy.

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Global Ingenuity Challenge
Traffic solution nets prize
A team of students wins first prize in the inaugural Australasian Global Ingenuity Challenge for their innovative solution to reduce urban traffic congestion.

PM’s Science Prize winner
For his innovative work using light to create stronger and lighter materials, Cyrille Boyer wins the 2015 Malcolm McIntosh Prize for Scientific Research of the Year. The honour, which carries a $50,000 reward, is one of the Prime Minister’s Science Prizes.

CSIRO honour
UNSW PhD student Pelagia Papadopoulou named as a CSIRO Future Leader in the inaugural Women in Science Awards.

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Student start-up goes all the way to the International Space Station

Australia’s space industry is making a giant leap into the 21st century thanks to starry-eyed high schoolers and an innovative start-up called QubeRider, co-founded by UNSW student and space entrepreneur Solange Cunin (pictured above). QubeRider, which currently operates out of a Telstra-backed accelerator program in Sydney, will send the first Australian-owned payload to the International Space Station in July 2016. The small payload, about the size of a large coffee mug, will launch aboard the SpaceX Falcon 9 Rocket from Cape Canaveral, Florida. It will include dozens of “data-driven” software experiments developed by close to 1000 students, from up to 40 high schools across NSW. “It’s a monumental achievement for Australia and it’s being made by a bunch of 14-year-olds,” says Cunin, a fifth-year aerospace engineering and maths student at UNSW.

In 2015, she co-founded QubeRider with UTS student Sebastian Chaoui. Initially conceptualised as a “ride-sharing” service to space, QubeRider wanted to help lower the cost of launching small-scale science experiments into orbit. After being accepted into Telstra’s Muru-D accelerator program, however, its focus shifted to developing STEM education programs. The QubeRider Space Program includes hardware kits with sensors, lesson plans and the opportunity to send your experiment to the ISS.

"We want to give students a unique experience and help them engage more meaningfully with STEM subjects,” says Cunin. “Giving a student a space mission is probably the best way to do that. I would love to see every school giving their year nine students a space mission every year. That would be amazing. That’s our big dream.”

UNSW Law wins fourth Rhodes Scholarship in three years

Harj Narulla, 25, has become the fourth UNSW Law graduate in three years to win a prestigious Rhodes Scholarship to attend Oxford University. He joined UNSW Canberra graduate Lieutenant James Haw as a UNSW Rhodes Scholar for 2016.

Lieutenant Haw, who will study anthropology at Oxford, was the Australia-at-Large scholarship winner. Narulla (pictured above) plans to study comparative constitutional law, and hopes to identify models that might prove useful for bringing about constitutional recognition of Aboriginal and Torres Strait Islander peoples in Australia. He says he became interested in legal issues affecting Indigenous people when he came to UNSW. “Coming from Tasmania, living on campus was the first time I’d really had the chance to meet Indigenous students from around the country,” says Narulla. “From that, I got involved in tutoring and mentoring programs and worked with the Aurora Project and the Indigenous Law Centre.” When he returns from the United Kingdom, he hopes to work for the Aboriginal Legal Service.

Narulla follows in the footsteps of UNSW Arts/Law graduate Sean Lau (2015 NSW Rhodes Scholar), Emily Burke (one of three Australia-at-Large scholarship winners for 2015) and UNSW Arts/Law graduate Kunal Sharma (2014 NSW Rhodes scholarship). Coincidentally, all four scholars began their studies at UNSW Law in 2008. “The format and teaching at UNSW Law is exceptional,” Narulla says. “There’s a focus on being as well-rounded as possible. In that environment, it’s easy to get caught in the slip-stream of engagement and achievement.”
Strong and effective governance and management have set clear strategic goals for the University, underpinning our success and positioning us into the future.

UNSW Council

The University is governed by a Council of 15 members led by the Chancellor under the University of New South Wales Act 1989 (“The Act”). Members represent the interests of the University and the community, contributing expertise in a range of areas, including finance, commercial activities, law, governance and management, and planning and development.

The Council has Finance, Audit, Risk, Nominations and Remuneration, and Honorary Degrees committees.

The Council is able to draw on additional specialised expertise by appointing external members to its committees. Council and Council committee members serve the University on a voluntary basis. Further information on Council, its membership and committees is available on the UNSW website.

Official Members (as at 31 December 2015)

Ex-Officio

Chancellor
Mr David M. Gonski AC
BCom, LLB UNSW, FAICD (Life), FCPA

President and Vice-Chancellor
Professor Ian Jacobs
BA, MA Cam, MBBS UCL, MD London, FRCOG

President, Academic Board
Professor Prem Ramburuth
BA DipEd South Africa, MEd Sydney, EdD UNSW, Lictisnate RAM, London, GradDip TESOL South Australia, MAICD

Ministerial appointment
Mr Brian Long FCA

Pro-Chancellor
Ms Jillian S. Segal AM
BA, MA Camb MBBS UCL, MD London FRCOG

Deputy Chancellor
Mr Billy Bruffey

Elected members

Mr Aaron Magner
BEc Macquarie, MEM LLM UNSW

Members appointed by Council

Dr Jennifer Alexander
MB BS MCom MHP UNSW, FRACMA FAshPM FAICD

Pro-Chancellor

Ms Maxine Brenner
BA LLB UNSW

Mr Nicholas Carney
BCom LLB UNSW, MAICD

Mr Matthew Grounds
BCom LLB UNSW

Mr Warwick Negus
BBus UTS, MComm UNSW, SF Fin

The following person was a Council member from the beginning of the year and completed his term of office as Vice-Chancellor on 31 January 2015:

Professor Frederick G. Hilmer AO
LLB Syd, LLM Pennsylvania, MBA Wharton

Former members

The Academic Board is the principal academic body of the University. Comprising up to 60 members, the Board advises the Vice-Chancellor and Council on matters relating to teaching, scholarship and research, and takes decisions on delegation from Council.

Management

The Vice-Chancellor is the Principal Executive Officer of the University and is responsible for the overall direction of corporate planning, budget activities and external relations. Under the Council, the Vice-Chancellor manages and supervises the administrative, financial and other activities of the University. Reporting to the Vice-Chancellor are an Executive Team, eight Faculty Deans and the Rector of UNSW Canberra, who have significant delegated authority in relation to their areas.

UNSW Foundation Limited

Board of Directors

Mr David Gonski AC (Chairman)
Mr Richard Atack
Mr Robert Cameron AO
Mr Mark Dorney
Dr Robert Every AO
Dr Holly Forsyth
Dr Daniel Gauchat
Mr Nicholas Gray (from December 2015)
Dr Catherine Harris AO PSM
Dr Roderick Houng-Lee
Professor Ian Jacobs (from February 2015)
Ms Cassandra Kelly
Mr Grant King (from October 2015)
Dr Wallace King AO (Deputy Chair)
Ms Christine Margaret McNamee Liddy AO
Dr Peter Edward Mason AM
Mr Bruce Morgan
Mr Warwick Negus
Mr Timothy Olsen
Mr Simon Pozdevich OAM
Professor Laura Poole-Warren (from February 2015)
Mr Julian Reynolds
Ms Jillian Segal AM
Dr Emerit Saviory (from October 2015)
Mr Shane Simpson AM
Dr Colin Sutton
Emeritus Professor Alec Tzannes AM (from December 2015)
Mr Albert Yue-Ling Wong
Ms Jennie Lang – Chief Executive Officer
Mr Matthew Mellsop – Company Secretary

Board membership at 31 December 2015

Governance

UNSW Council

Mr Billy Bruffey
Associate Professor Dorottya Fabian
BMus (Hons) Liszt Ferenc Academy of Music Budapest, MMus PhD UNSW, FAHA

Ms Emma Lovell
BE (Hons) Chemical Engineering UNSW

Mr Matthew Mellsop – Company Secretary
University Senior Team (as at 31 December 2015)

President and Vice-Chancellor
Professor Ian Jacobs
BA MA Cam MBBS UCL MD London FRCOG

Deputy Vice-Chancellor (Academic) and Vice-President
Professor Ian Martin
MBChB(Hons) MEd(Dist) Md Leeds

Deputy Vice-Chancellor (Research) and Vice-President
Professor Les Field AM
BSc PhD DSc Syd, FAAA FRACI

President, Academic Board
Professor Prem Ramburuth
UNSW BSc (Hons) PhD

Pro-Vice-Chancellor (Students)
Professor Wai Fong Chua AM
BA (Hons) PhD Sheffield, FCPA FCA

Pro-Vice-Chancellor (International)
Ms Fiona Docherty
MA (Hons) Glassgow

University Executive Team

The key advisory body for the Vice-Chancellor meets bi-monthly and comprises the University Senior Team, Deans and Senior Officers.

Deans
Art & Design
Professor Ross Harley
BA (Hons) Griffith, MA DCA UTS

Arts & Social Sciences
Professor Eileen Baldry (Interim Dean)
BA DipEd Syd, MWP PhD UNSW

Built Environment
Professor Alec Tennis
BSc (Arch) BArch Syd, MS Columbia, Hon. AIA Hon. MRAIC Hon. FAIA
LFRASIA FAIB

Business School
Professor Chris Styles
BCom (Hons) UWA, PhD London School of Economics

Engineering
Professor Mark Hoffman
BMEcEng (Hons) PhD Syd, MBT UNSW

Law
Professor David Dixon
BA, CAMs, BPhn Hul, PhD Wales

Medicine
Professor Rodney Phillips
FMedSci MA Oxon, MD Melb FRCP FAHCP

UNSW Canberra
Professor Michael Frater (Rector)
BSc BE Syd, MEd UNSW, PhD ANU, MIEE FIE Aust

Senior Officers

Pro-Vice-Chancellor (Research)
Professor Brian Boyle
BSc Hons Edinburgh DPhil Durham

Pro-Vice-Chancellor (Research Training)
Professor Laura Prsul-Warren
BSc (Hons) PhD UNSW

Pro-Vice-Chancellor (Research Infrastructure)
Associate Professor Granne Moram
BSc PhD NUI Galway

Pro-Vice-Chancellor (Students)
Professor Wai Fong Chua AM
BA (Hons) PhD Sheffield, FCPA FCA

Senior Management Appointments

In December 2015, the Vice-Chancellor announced new senior leadership arrangements effective from 2016, including the following new appointments:

- Professor Les Field, Deputy Vice-Chancellor (Research) and Vice-President was announced as Senior Deputy Vice-Chancellor effective 29 February 2016.
- Professor Martin Crosseley, Dean of the Faculty of Science, was appointed Deputy Vice-Chancellor (Education) and Vice-President.
- Professor Brian Boyle, who joined UNSW as Director, Research Strategy from CSIRO and assumed the role of Pro-Vice-Chancellor Research in September 2015, was appointed acting Deputy Vice-Chancellor (Research) and Vice-President.

Other senior management appointments announced included:

- Professor Geoffrey Crisp joins UNSW in the role of Pro-Vice-Chancellor (Education) from RMIT where he was Dean, Learning and Teaching.
- Professor Helen Lothead, Deputy NSW Government Architect and an Adjunct Professor at the University of Sydney, was appointed Dean of the Faculty of Built Environment, to commence in February 2016.
- Professor Susan Dodds has been Dean of the Faculty of Arts & Social Sciences and Professor of Philosophy. Professor Dodds has been Dean of the Faculty of Arts at the University of Tasmania since 2009 and will assume the role at UNSW on 4 April 2016.
- Mr Jon Paparosens was appointed to the new role of Vice-Principal, Philanthropy, commencing in February 2016. Mr Paparosens comes to UNSW from the California Institute of Technology (Caltech) where he was Executive Director of Development, Academic Divisions and Regions.

Organisational Chart
(as at 31 December 2015)
UNSW Matraville Education Partnership

UNSW has joined forces with Matraville Sports High School in a unique partnership that creates Australia’s first university presence on a high school campus. The UNSW Matraville Education Partnership will see around 70 UNSW pre-service teachers based at the school in Sydney’s south-east for extended periods throughout each semester. The student teachers will actively address academic and social disadvantage by leading in-school and after-school enrichment programs, including drama, music, science and gifted education. A UNSW-sponsored building to house the partnership was officially launched in November by Secretary of the NSW Department of Education, Dr Michele Bruniges.

Science 50:50 – Inspiring young women into Science

Girls are under-represented in the STEM subjects – science, technology, engineering and mathematics. A new program to inspire young women to pursue STEM degrees – led by UNSW’s Scientia Professor Veena Sahajwalla – was launched in Canberra. The Science 50:50 initiative has a simple premise: since half of the population is female, why not half the scientists and technologists? The program, which will provide internships, scholarships and mentoring to girls so they can succeed in an innovation-driven future, is supported by Professor Sahajwalla’s ARC Georgina Sweet Laureate Fellowship and UNSW along with scientific and industry partners.
Research excellence

- UNSW continued to climb international rankings: it moved up two places to 68th in the 2015 QS World University Rankings, and in the Times Higher Education rankings it jumped 29 places to 82nd. UNSW also moved up five spots to 125 in the Academic Ranking of World Universities, published by Shanghai Jiao Tong University.
- The continued success of the ARC Centre for Quantum Computation and Communication Technology was recognised in December with funding pledges totalling $46 million. The federal government committed $28 million, while corporate partners Commonwealth Bank and Telstra have each pledged $10 million.

Funding

- UNSW ranked fourth in the Go8 in NHMRC funding in 2015, securing $72m for projects across all schemes beginning in 2016.
- In ARC funding, UNSW topped the state and placed third in the Go8, receiving more than $51.3m for 131 projects across all schemes. The Go8 and UNSW have continued to perform well despite a 20% decrease in the total ARC funding across all schemes.
- UNSW scientists were big winners at the prestigious Australian Museum Eureka Prizes in 2015. (Pictured from left) Environmental scientists Richard Kingsford and David Keith were honoured for developing universal standards to assess at-risk ecosystems, while marine scientist and TV presenter Emma Johnston was honoured for her work as a science communicator.

Innovation

- In December, UNSW released its Innovation Statement to coincide with the federal government’s National Innovation and Science Agenda. Some of the outcomes the University hopes to achieve include: expanding industry incubators on campus and enabling 100 more student start-ups per year; developing a new Innovation Park adjacent to UNSW Kensington campus by 2020, opening an internationally accredited Clinical Health Research Facility, developing 1000 new industry internships and fellowships, and expanding the Easy Access IP model.

Higher degree research

- Higher degree research completions remained significantly higher than the Go8 average. High-quality domestic scholarship applications increased by 18% in 2015, and international applications increased by 8%.

Award-winning teaching

- UNSW educators won a range of prestigious teaching awards in 2015. For developing a MOOC that helps educators learn to teach online, Simon McIntyre from UNSW Art & Design was awarded a national Teaching Excellence Award at the prestigious Australian Awards for University Teaching. Dean Utian, from Built Environment, was one of four UNSW staff to receive citations for excellence in the 2015 Australian Awards for University Teaching. Utian was recognised for his use of innovative video and games to empower his students to develop digital communication, design and creative expression. Other UNSW recipients were Dr Martin Bliemel and Dr Natalie Buckmaster from UNSW Business School, and Professor Alex Steel from UNSW Law.

Higher degree research candidates

- UNSW Scientia Educational Experience
  - This new initiative will empower students to realise their potential through a personalised and flexible educational experience. The Scientia Educational Experience will significantly blend the highest quality face-to-face teaching with digital education technologies to inspire curiosity and innovation across a collegiate learning community of peers, academics, employers and alumni.

Global alliances and focused partnerships

- Australia-first innovation hub
  - The Michael Crouch Innovation Centre was officially opened in September. Unprecedented at an Australian university, the centre is a creative space where the next generation of student innovators from all disciplines can experiment, connect and showcase their ideas to corporate and industry partners.
- UNSW and China’s prestigious Shanghai Jiao Tong University established a Joint Innovation Hub in Advanced Materials for the Space Age. The partnership builds on the successful $1 million Collaborative Investment Fund established by the two universities in 2013.

Integrating technology into teaching

- Opportunities identified in the UNSW Digital Campus Master Plan are being assessed to understand which initiatives will deliver the greatest value to the University, its teachers and its students.
**Research & Teaching Awards**

**Major prizes awarded in 2015 include:**

- Prime Minister’s Science Prizes
- Malcolm McIntosh Prize for Physical Scientist of the Year
  - Prof Cyril Yeo, deputy director of the Australian Centre for Nanomedicine
- Thesis International River Prize
  - Lake Eyre Basin Partnership (including Professor Richard Kingsford, Centre for Ecosystem Science)
- Australian Academy of Science Awards
  - Christopher Heyde Medal
    - A/Prof Catherine Greenhill, School of Mathematics and Statistics
  - Jaeger Medal
    - Prof Trevor McDougall FAA FRS, School of Mathematics and Statistics
  - Thomas Ranken Lyle Medal
    - Scientia Prof Michelle Simmons FAA, School of Physics
  - Ian Warik Medal
    - Scientia Prof Martin Green AM, Australian Centre for Advanced Photovoltaics
  - Le Fèvre Memorial Prize
    - A/Prof Cyrille Boyer, School of Chemical Engineering
  - Dorothy Hill Award
    - Dr Andrea Taschetto, Climate Change Research Centre
  - Royal Society of NSW
    - James Cook Medal
      - Scientia Prof Martin Green, Australian Centre for Advanced Photovoltaics
    - Premier’s Prizes for Science & Engineering
      - Leadership in Innovation
        - Prof Christoph Arns, School of Petroleum Engineering
      - Excellence in Engineering & ICT
        - Scientia Prof Mark Bradford FTSE, School of Civil and Environmental Engineering
      - Excellence in Mathematics, Earth Sciences, Chemistry and Physics
        - Scientia Prof Victor Flambaum FAA, School of Physics
      - Excellence in Medical Biological Sciences
        - Scientia Prof George Paxinos AO FASSA FAA, Neuroscience Research Australia (NeuRA)
      - Engineers Australia Top 100 Most Influential Engineers
        - Scientia Prof Rose Amdal, School of Chemical Engineering; Prof Christoph Arns, School of Petroleum Engineering; Scientia Prof Gernot Heiser, School of Computer Science and Engineering; A/Prof Stuart Khan, School of Civil and Environmental Engineering; Scientia Prof Nigel Lovel, Graduate School of Biomedical Engineering; Prof Val Pinczewski, School of Petroleum Engineering; Scientia Prof Veena Sahajwalla, School of Materials Science and Engineering.
- ARC Australian Laureate Fellowships
  - Prof Steven Sherwood, Director of the Climate Change Research Centre
  - Scientia Prof Trevor McDougall, School of Mathematics and Statistics
  - Prof Justin Gooding, School of Chemistry, Co-director of the Australian Centre for Nanomedicine
- Eureka Prizes
  - CSIRO Eureka Prize for Leadership in Science
    - Scientia Prof Michele Simmons, Director of the ARC Centre of Excellence for Quantum Computation and Communication Technology
  - Eureka Prize for Promoting Understanding of Australian Science Research
    - Prof Emma Johnston, School of Biological, Earth and Environmental Sciences
  - NSW Office of Environment and Heritage Eureka Prize for Environmental Research
    - Prof David Keith, Centre for Ecosystem Science
- Westpac 100 Women of Influence Awards
  - Scientia Prof Jane McAdam, Law and Science
  - Scientia Prof Veena Sahajwalla, Materials Science and Engineering
- L’Oréal-UNESCO for Women in Science Fellowship
  - Dr Muireann Irish, NeuRA
- Fellowship of the Academy of Technological Sciences & Engineering (ATSE)
  - Scientia Prof Michelle Simmons, Director of the ARC Centre of Excellence for Quantum Computation and Communication Technology
  - Prof Michael Frater, Rector UNSW Canberra
  - Prof Anne Simmons, Head of the School of Mechanical and Manufacturing Engineering
- Fellowship of the Academy of Social Sciences in Australia (ASSA)
  - Scientia Prof Peter Aggett, School of Arts & Social Sciences
  - Prof Lyn Craig, Social Policy Research Centre
  - Prof W Erwin Diewert, School of Economics
  - Prof Lisa Maher, Kirby Institute
  - Scientia Prof Philip Mitchell, School of Psychiatry
  - Prof Michael Quinton, School of Management
  - Prof Bill Randolph, Faculty of Built Environment
  - Prof Maree Teesson, NHMRC Centre of Research Excellence in Mental Health and Substance Use / National Drug and Alcohol Research Centre
- Fellowship of the American Association for the Advancement of Science (AAAS)
  - Scientia Prof Michelle Simmons, Director of the ARC Centre of Excellence for Quantum Computation and Communication Technology
- NSW Young Tall Poppy Science Awards
  - Dr Dane McGuire, School of Physics, won the NSW Young Tall Poppy of the Year. Other prize winners included: Dr Amy Reichelt, School of Psychology; Dr Mirela Tulbure, School of Computer Science and Engineering, and Dr Deborah Crome, School of Biological, Earth and Environmental Sciences.
- NSW Woman of the Year
  - Prof Minori Apte, Medicine
- NSW Green Globe Awards
  - ‘Natural Environment Sustainability’ category
    - Water Research Laboratory (with Greater Taree City Council)
- Australian Awards for University Teaching (National Office of Learning and Teaching)
  - Teaching Excellence Award
    - Mr Simon McIntyre, UNSW Art & Design
  - Office of Learning and Teaching Citation Recipients
    - Dr Michael Ryan, School of Engineering and Information Technology, UNSW Canberra
  - Postgraduate Research Supervision
    - Prof Brendan Edgeworth, School of Law
    - Prof Gary Froyland, School of Mathematics and Statistics
- Early Career
  - Dr Luke Hunter, School of Chemistry
  - Dr Pramod Koshy, School of Materials Science and Engineering
  - Dr Leila Mossy, School of Education
- Contributions to Student Learning
  - Dr Thomas Britz, School of Mathematics and Statistics
  - Mr Julian Ethien, School of Management
  - Dr Thomas Fath, School of Medical Sciences
  - Dr Trevor Lewis, School of Medical Sciences
  - Dr Michael Kasumovic, School of Biological, Earth and Environmental Sciences
  - Dr Astrid Lorange and Dr Tim Gregory, UNSW Art & Design
  - Dr Stephen Moore, Prof Richard Szuets, Prof Nicholas Nakata, A/Prof Iain McGil, Dr Tahe Rashidi, Dr Ruth Fisher, and Miss Elise Edgerton-Till (Team Award), School of Civil and Environmental Engineering
  - Ms Stella Sheeba, School of Biotechnology and Biomolecular Sciences
  - Dr Felix Tan, School of Information Systems, Technology Management
- Programs that Enhance Learning
  - Dr Michael Ryan, School of Engineering and Information Technology, UNSW Canberra
2015 highlights include:

**Gender equity and diversity**

- UNSW is an inaugural participant in an Australia-first pilot program to improve the promotion and retention of women in science, technology, engineering, maths and medicine. The Science in Australia Gender Equity (SAGE) Pilot Program is a partnership between the Australian Academy of Science and the Australian Academy of Technological Sciences and Engineering.
- UNSW launched the Science 50:50 Initiative, which is aimed at inspiring young women to pursue degrees in science, technology, engineering, maths and medicine.
- UNSW is an inaugural participant in an Australia-first pilot program to improve the promotion and retention of women in science, technology, engineering, maths and medicine. The Science in Australia Gender Equity (SAGE) Pilot Program is a partnership between the Australian Academy of Science and the Australian Academy of Technological Sciences and Engineering.
- UNSW joined forces with Matraville Sports High School in Sydney in a unique partnership that creates Australia’s first university presence on a high school campus.

**Thought leadership and Grand Challenges**

- New research from a UNSW-commissioned Deloitte Access Economics report, ‘The Economic Contributions of Australia’s Research Universities, the UNSW example’, found the research output of UNSW alone contributed $15 billion to the Australian economy in 2014. As a whole, the university sector contributed $166 billion, or about 10% of GDP. This is more than Australia’s mining sector.
- Climate change was announced as the first Grand Challenge to be addressed following widespread consultation for the University’s new 2025 Strategy.
- In April, human rights lawyer Professor Megan Davis was elected Chair of the United Nations permanent forum on Indigenous issues, and in December, she was appointed by PM Malcolm Turnbull to the 16-member national referendum council, which will seek to find an appropriate path to recognise Aboriginal and Torres Strait Islanders in the constitution.
- In November, UNSW announced an historic partnership with the University of Sydney to collaboratively target mental health, addiction and neuroscience.

**Public events and cultural partnerships**

- Ela Gandhi delivered the fourth annual UNSW Gandhi Oration, named in honour of her grandfather Mahatma Gandhi. Distinguished barrister and human rights advocate Julian Burnside used his 2015 Hal Wootton Lecture in March to warn that the international community saw Australia as “cruel and selfish” for its treatment of asylum seekers.
- UNSW’s new Big Questions Institute partnered with the Sydney Opera House and Cisco to present physicist and cosmologist Stephen Hawking in his first Australian talk from Cambridge via hologram. The University awarded Stephen and Lucy Hawking the 2015 UNSW Medal for Science Communication.
- In May, UNSW’s Australian Human Rights Centre hosted US Ambassador-at-Large for War Crimes Stephen Rapp, who spoke on the myriad human rights challenges posed by the conflict in Syria.
- Also in May, fertility specialist William Ledger and social researcher Mark-Carlile discussed the vexed issues of delayed parenthood and fertility in the UNSW Medicine Dean’s Lecture.
- UNSW hosted the Australian Social Policy Conference in September, a three-day event that saw researchers tackling issues including climate change, migration, aged care, and housing issues.
- Five of the country’s finest young scientists were selected as the inaugural Top 5 Under 40, an initiative of UNSW and ABC RN to uncover a new generation of thinkers and give them a media voice.

**Partnerships**

- Major partnerships with the Sydney Writers’ Festival, the Sydney Film Festival, VIVID Sydney and the Walkey Foundation put UNSW centre stage in 2015. Arts & Social Sciences celebrated its first year as the Film Festival’s features partner; academics and alumni participated in 11 Writers’ Festival panels; students exhibited in the city’s Winter Festival; UNSW Press continued its traditional success at the Writers’ Festival; contributing 50 authors to the program; and UNSW became a major partner of Sculpture by the Sea.
- A unique collaboration between UNSW and award-winning photographer Tamara Dean was unveiled at the Australian Museum in November. Wild Researchers showcased the portraits of 17 UNSW researchers photographed in the field.

**Knowledge exchange and innovation**

- UNSW Engineering launched 25 Industry Research Fellowships, which will see industry employees embedded with research staff at the University.
- UNSW Innovations continued to have success facilitating connections between researchers and industry: it ranked first out of 24 institutions in the world in Easy Access IP deals.
- By the end of 2015, the UNSW intellectual property portfolio consists of 177 patent families, with an additional 18 new patent families being drafted.
2015 highlights include:

**International students**

- UNSW will streamline recruitment and admissions activities, improving student monitoring and assessment, enhancing pastoral care, and by providing personalised guidance for all students, wherever they are studying.

- Six UNSW students were selected as ambassadors for the City of Sydney in 2015 and will help promote the city's reputation as one of the world's top destinations for international students. Claire Goh, James Kwa, Nicholas Tay, Yanorlava Vasina, Hoi Ching, Jacqueline Shiu, and Dhmas Satryo will join 36 other international students, representing 19 countries and 15 institutions, in the International Student Leadership and Ambassador program.

**New Colombo Plan**

- In August, the government announced funding of $1.5 million in New Colombo Plan mobility grants to UNSW over three years, supporting more than 200 UNSW students who will travel to the Indo-Pacific region in 2016. Projects include ambassador programs for 60 students in Indonesia and China, a global business practicum in Hong Kong, an engineering health initiative in Cambodia and a field school project in Samoa.

**Future leaders**

- Three UNSW women were among 17 students Australia-wide to receive coveted Westpac Future Leaders scholarships. The scholarships are given to exceptional postgraduate students who have the potential to shape Australia’s future. Alison Phillips, Clare Stephens and Susan Overall will use the up to $120,000 grants to cover the costs of their studies, pursue global opportunities and enrol in a nine-month leadership development course in conjunction with UNSW’s Graduate School of Management (AGSM).

**International partnerships**

- In November, NSW Premier Mike Baird unveiled the new UNSW Shanghai Jiao Tong University Joint Innovation Hub in Advanced Materials for the Space Age during his visit to China. There were also preliminary discussions about a potential UNSW-China partnership in a Science & Technology Park – connecting UNSW and local Australian businesses with China’s formidable and rapidly expanding innovation ecosystem.

- UNSW continues to be an active member of several high-profile university networks, such as the Association of Pacific Rim Universities (APRU), Universities 21 (U21) and GlobalTech. It also ended 2015 in talks to establish the PLuS Alliance with Arizona State University and King’s College London.

- Total income from new research contracts signed in 2015 increased significantly to more than $33m, compared to $23m in 2014. Greater than half this amount is from Australian and international industry partners.

- Our engagement strategy with Chinese industry partners began to pay off with the first contract signed from our China research roadshows and many others under negotiation.

**Global Learning Network**

- To achieve our goal of becoming Australia's leading educator of international students, we will establish a new Global Learning Network. We will form strategic partnerships in cities overseas to improve access to UNSW programs for international students and provide overseas opportunities for our locally based students.

**Global Knowledge Network**

- We will establish a Global Knowledge Network, creating a new model of international research collaborations. This will allow us to pool expertise, build international industry partnerships, provide a competitive advantage in major research projects, and more closely integrate international research talent to address the grand challenges of our time.

**Global Development Network**

- UNSW announced it will develop a Global Development Network. The aim is to have significant new university partnerships across Asia, the Pacific and Africa. Three universities have been shortlisted for consideration: Yangon (Myanmar), South Pacific (Pacific Islands), Makerere (Uganda). UNSW staff and students will work with these partners on ambitious capacity-building projects. External stakeholders such as DFAT have also been involved in discussions, providing a clearer view on how UNSW can support Australia’s wider foreign policy objectives in each region.
Enabling Delivery of our Strategy

We will develop robust performance metrics to monitor our progress. Delivering on our ambitious plans will require us to generate additional revenue on a sustained basis. We will therefore focus on potential new income sources in our implementation plan.

2015 highlights include:

People and culture

- The University has launched its 360 Degree Leadership Feedback Program. This new initiative is designed to help UNSW's executive team respond to and better understand concerns about leadership. The program will provide constructive feedback about strengths and opportunity areas and will be run in stages throughout 2016.
- UNSW continues to recognise and award its staff members through the annual Staff Excellence Awards. They honour outstanding work in Leadership, People Management, Community Engagement, Diversity & Inclusion, Professional Services and Workplace Safety.
- The University is taking steps to create a stronger Alumni Network. This will include a new relationship approach to our students from their initial contact with UNSW to graduation, increasing and deepening contact with our global alumni community, and greater engagement with alumni by all parts of the University.
- UNSW continues to hold Alumni events overseas, including
- The University has launched its 360 Degree Leadership Program.
- UNSW's “exemplary” graduates recognised at the 2015 Alumni Awards.

Alumni

- The University continues to hold Alumni events overseas, including
- The University has launched its 360 Degree Leadership Program.
- UNSW’s “exemplary” graduates recognised at the 2015 Alumni Awards.

2015 Alumni Awards

- The $145 million Materials Science and Engineering building was completed in June, providing new infrastructure for the University to build on its position as an Australian leader in materials science engineering and research and related physical sciences. The building is also home to the Michael Crouch Innovation Centre.

Fundraising

- The UNSW Foundation raised more than $30m in fundraising income for the third consecutive year, exceeding its target in 2015 by $3.45m. Our pool of donors has also been expanding. In 2015 we had just over 5,000 total donors to the University up from 4,300 in 2011.
- As our bequest program continues to grow we received a major bequest of $6 million from the Ian Burgess AO estate. This most generous bequest is to be shared equally between the Science and Engineering faculties to fund scholarships for disadvantaged and rural students.
- Among the many donations in 2015 was $650,000 from John Holden and his family to fund two endowed residential scholarships for rural students at Bassar College. John was the first President of Bassar, coming to UNSW to study engineering from regional NSW.

UNSW 2025 Strategy Office

- A UNSW 2025 Strategy Office has been established to assist our Faculties, Schools and Divisions to coordinate the range of programs and initiatives under the 2025 Strategy. The 2025 Strategy Office will be largely staffed from within UNSW, supported by Strategy& and PwC in the initial phases.

Financial planning and reporting

- UNSW will establish a single enterprise-wide financial planning and reporting system, which will promote transparency and leading indicators to inform decision making.

Campus development

- UNSW will aggregate existing plans to develop a physical campus development strategy. This will focus on providing contemporary spaces and facilities that meet student and staff needs, create a vibrant community of activity, and are safe, accessible and environmentally sustainable.
- UNSW is undertaking work to integrate digital technologies and solutions that are readily accessible and help meet the needs of staff and students.

Engineering and Science hubs

- In July, UNSW opened the new Mechanical and Manufacturing Engineering precinct on the Kensington Campus. Supported in part by a donation from businessman and philanthropist Len Ainsworth, this $67 million redevelopment will be home to more than 1600 of Australia’s future engineers.
- UNSW also opened a new Materials Science and Engineering building, which is home to the Michael Crouch Innovation Centre. This hub for student innovation is the first of its kind at a university in Australia. It provides students with co-curricular learning workshops, networking opportunities, and research and development facilities, complete with prototyping tools.

Transport

- Construction begins on the new light rail connection from Central Station to UNSW

Alumni

- UNSW 2025 Strategy Office

Campus infrastructure projects with a total investment of $112m

- The Biological Sciences stage 1 project has commenced construction and the Electrical Engineering refurbishment is expected to commence in 2016.
- Construction was completed in February of the Port Macquarie Joint Health Education Facility. This Education Investment Fund (EIF) funded project is a partnership between UNSW, University of Newcastle and North Coast TAFE.
- The federal Minister for Education and Training, Senator Simon Birmingham, opened a new $3.3 million laboratory at UNSW in October with a one-of-a-kind capability in advanced materials fabrication for devices that have the potential to revolutionise sectors such as telecommunications, health, and energy.

Retail

- Food and beverage outlets in the Mathews Arcade food court and Pavilions underwent refurbishments with seven retailers updating their stores and menu offerings.

Light rail

- Construction on the light rail project will commence on High Street and Anzac Parade in 2016. UNSW is working with Transport for NSW to mitigate the impact of construction. These works will bring forward UNSW's light rail integration plans to accommodate the very high number of staff and students using the service. The completion of this project will connect the Kensington campus to the Sydney CBD.

The $145 million Materials Science and Engineering building was completed in June, providing new infrastructure for the University to build on its position as an Australian leader in materials science engineering and research and related physical sciences. The building is also home to the Michael Crouch Innovation Centre.