

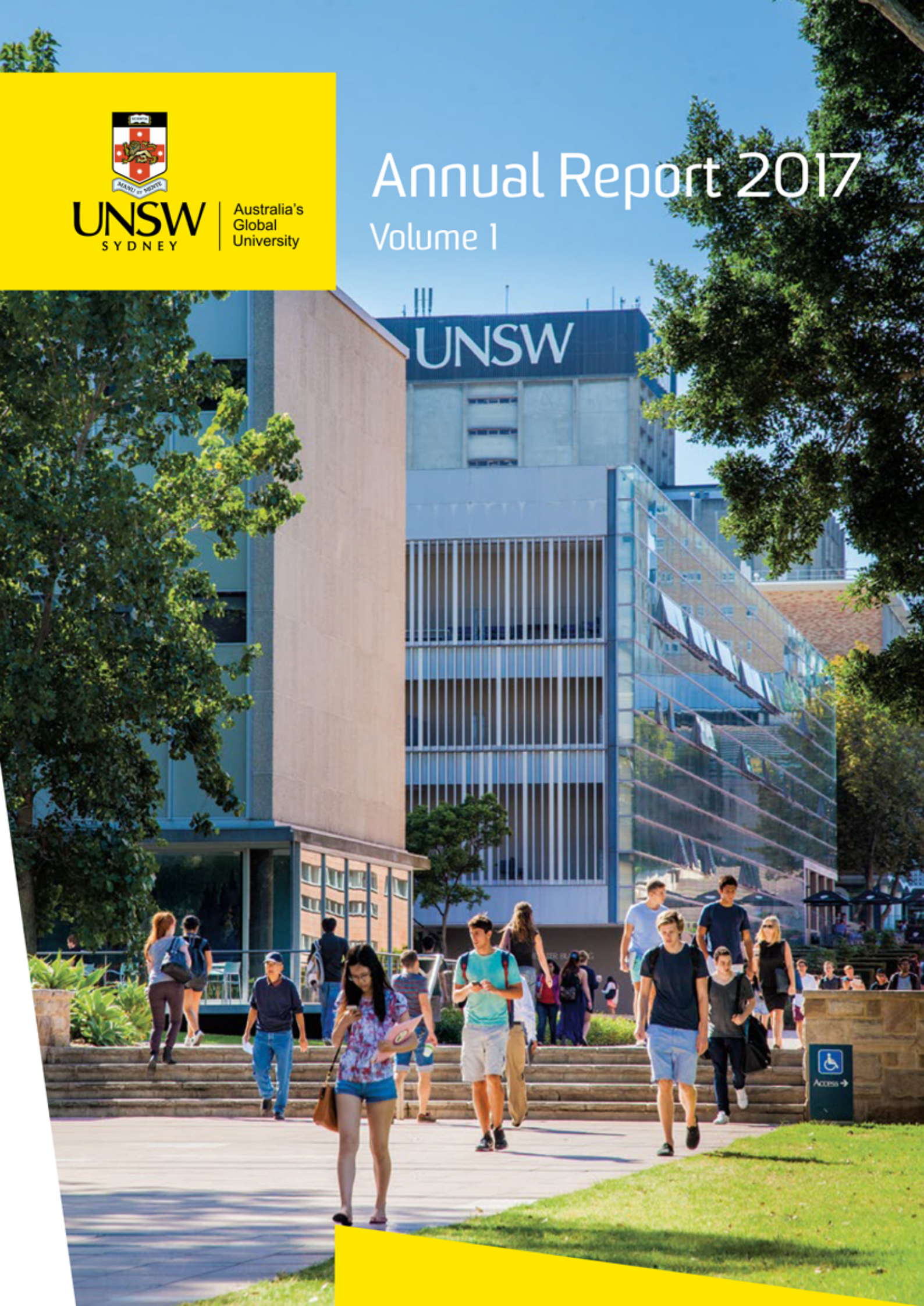


**UNSW**  
SYDNEY

Australia's  
Global  
University

# Annual Report 2017

## Volume 1





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**The University's 2017 Financial & Statutory Reports are in Volume 2.**

*Cover photo: University Mall. Opposite: November: UNSW Science Faculty Guinness World Record attempt for the most people dressed as scientists.*

*Design: [www.frescocreative.com.au](http://www.frescocreative.com.au)*

"By 2025, we will have  
invested an unprecedented  
\$3 billion into our University."

# Chancellor's Message

2017 was another year which made me extremely proud to be Chancellor of UNSW Sydney.

During the year, every part of UNSW was enlivened by progress and pursuit of our ambitious and well thought out 2025 Strategic Priorities.

The University's ongoing academic excellence is amply demonstrated by the pre-eminence of the researchers we have attracted during the year and the research they have undertaken. The research funding awards we won during the year also endorse this excellence.

The launch of UNSW Scientia Educational experience in 2017 saw the University putting in place all the elements necessary to match our academic excellence with educational excellence.

During 2017, UNSW took great strides in our commitment to a just society. We established the Division of Inclusion and Diversity, led by Deputy Vice-Chancellor Professor Eileen Baldry. We appointed UNSW's first Pro-Vice-Chancellor (Indigenous), Professor Megan Davis, and through the ongoing work of UNSW's school outreach program, ASPIRE, we moved closer to our 2025 target of 15 per cent of domestic undergraduate students coming from lower SES backgrounds.

This annual report outlines the wonderful work done by UNSW's thought leaders in promoting informed debate on our grand challenges: climate change, refugees and migrants, inequality and living with 21st century technology.

We continue to extend our global impact with high profile international partnerships and programs. Our ties with China and India are deepening. In 2017, we welcomed Chinese Premier,



Li Keqiang in celebration of the first anniversary of the Torch Innovation Precinct and UNSW's inaugural India Research Roadshow took the University's capabilities to the sub-continent. Initiatives such as our new STEMM Diploma, which helps international students prepare for further study in Australia, are evidence of our commitment to being a truly global university.

I believe that our three strategic priorities – academic excellence, social engagement and global impact – resonate with the wider UNSW community.

I am delighted to report that in 2017 the newly formed Division of Philanthropy raised more than \$46M, the most successful year of fundraising in our University's history. Recent years have seen fundraising records for the University surpassed numerous times. I take this opportunity to thank our donors, not only for their generosity but for their act of endorsement of this University's 2025 Strategy. Our donors undoubtedly are an integral part of making the strategy a tangible reality.

I also thank the management of the University and the more than

6,000 academic and professional staff for their hard work in 2017. They hold the keys to enabling delivery of the 2025 Strategy and in 2017, I believe that our management and staff brought that strategy to life, allowing us to create world-class environments in which to study and work.

Thanks also go to my fellow members of the University Council, our global network of Alumni – soon to number 300,000 – and the wider UNSW community for the enormous support and engagement given to the University in 2017.

I am excited at the prospect that awaits our University in 2018 and beyond as we continue to transform UNSW into Australia's Global University.

**Mr David Gonski AC**



## Vice-Chancellor's Message

I am pleased to introduce UNSW's Annual Report for 2017, my third year as President and Vice-Chancellor.

The scale and speed of change related to implementation of our 2025 Strategy during 2017 was unprecedented and demanded a lot from our staff. Their outstanding work, for which I am immensely grateful, has led to the progress outlined in this report and in our recently published Strategy 2025 In Action document.

Alongside many achievements this annual report describes our sound financial results. It is noteworthy that the scale of our operations has grown significantly in recent years – for the first time our total income exceeds \$2B. Strong finances underpin our progress in research, education, innovation, thought leadership, social responsibility, international partnership and global development. There have been wonderful examples during 2017 of both individual excellence and exceptional teamwork. We can be proud that our recent successes are due to the same

attributes that have seen UNSW succeed for almost 70 years – the tradition of collegiality embodied by our students, staff and alumni.

This collegiality saw UNSW forge a number of new partnerships in 2017, connecting us with great institutions in Australia and across the globe. Our international partnership through the PLuS Alliance and our NSW partnership, the NUW Alliance, both reflect our belief that universities should work in partnership with one another to solve the common problems we face. UNSW Futures and the four new research institutes launched in 2017 – the Gonski Education Institute, the Institute for Global Development, the Disability Innovation Institute, and the Australian Human Rights Institute – were founded with this same ethos.

We appointed three new Pro-Vice-Chancellors in 2017. Professor Ana Deletic has been appointed to the role of Pro-Vice-Chancellor (Research); Professor Megan Davis is our first appointment to the new role of Pro-Vice-Chancellor (Indigenous); and Laurie Pearcey

will help implement the University's global impact strategy as Pro-Vice-Chancellor (International). We also appointed our first female Deputy Vice-Chancellor, Professor Eileen Baldry, to the role of Deputy Vice-Chancellor Inclusion and Diversity.

The year also saw excellent results in research funding. UNSW was awarded \$56.2M worth of Australian Research Council support, the second highest amount in Australia. Among other initiatives, this funded two Australian Laureate Fellowships, awarded to UNSW's Professor Jill Bennett and Professor Fedor Sukochev. UNSW also secured \$85.9M in funding from the National Health and Medical Research Council in 2017, which will support our vital work across the medical research spectrum.

UNSW researchers attracted a swathe of research awards in 2017, testament to the high calibre of our academic staff. A notable example is Scientia Professor Michelle Simmons, Director of the ARC Centre of Excellence for Quantum Computation and Communication Technology, being named 2018 NSW Australian of the Year in November, a precursor to the national awards in January.

Meanwhile, we have continued to improve the quality of our education. In 2017, we appointed over 200 education-focused academics; launched the Scientia Education Academy; revised our promotion criteria to reflect the importance of stellar teaching and learning; commenced a major investment in digital technology; and improved many student learning spaces, all under the umbrella of our Scientia Educational Experience.

The success of our 2025 Strategy, and the future of UNSW, relies fundamentally on outstanding people – from our students, staff and Council members, to our expanding network of Alumni and supporters right across the globe. My thanks to everyone who has contributed to making 2017 such a successful year for UNSW.

**Professor Ian Jacobs**

# Overview

## Our 2025 Commitment

### The UNSW 2025 Strategy: 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, 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.

UNSW is ranked 45th in the QS World University Rankings, 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. UNSW is also a member of the Association of Pacific Rim Universities, a partner in the emerging PLoS Alliance with King's College London and Arizona State University and a member of the NUW Alliance.

#### Values

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

- » **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.



## 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, 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.

# At a Glance

## About UNSW Sydney

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 the ageing population.

UNSW offers an extensive range of undergraduate, postgraduate and research programs. We attract talented students from across Australia and around the world. Our 59,000 students come from 137 countries, making us one of Australia's most cosmopolitan universities.

Our emphasis on quality continues to push up entry standards, with UNSW attracting 44 per cent of the state's top 500 school leavers in 2017.

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



## 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 that 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.

# 2017 Snapshot

## UNSW Sydney

8 Faculties
1 College (Canberra)
47 Schools
125 UNSW and external centres and institutes
18 On-campus residential colleges
4,328 Academic visitors, conjoints and adjuncts (64 full time equivalent)

## Faculties

Art & Design
Arts & Social Sciences
Built Environment
Business
Engineering
Law
Medicine
Science

## College

**UNSW Canberra**  
 Unique in Australia, UNSW Canberra at the Australian Defence Force Academy provides undergraduate education for officer cadets as well as postgraduate programs, which are open to all students, in arts, business, engineering, IT, management and science.

## 2017 Financial Summary

CONSOLIDATED	2017 \$'000	2016 \$'000
Total revenue and income	2,119,781	1,911,942
Employee costs	(1,096,489)	(1,003,663)
Other expenses	(864,957)	(761,931)
<b>Accounting result</b>	<b>158,335</b>	<b>146,348</b>
Restricted for specific purposes: Philanthropic funds	(26,316)	(30,977)
Capital grants	NIL	(9,513)
Specific purpose grants	(39,306)	(23,796)
Investment funds	(32,490)	(29,431)
<b>Operating result</b>	<b>60,223</b>	<b>52,631</b>

## Australia's Global University

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; part of the PLoS Alliance; and a partner of Coursera, the largest provider of MOOCs in the world.





## Students\*

59,781 Total students

22,606 Students commencing 2017

39,577 Local students

20,204 International students

4,183 Higher degree research candidates

300,000 Number of UNSW Alumni by July 2018

**STUDENTS  
by Level of Program**



- Bachelor and Diploma
- Masters Coursework
- Doctorate
- Non-Award
- Grad Dip and Grad Certificate
- Masters Research
- Postgraduate Qualifying

**STUDENT LOAD  
by Discipline**



- Engineering and Related Technologies
- Society and Culture
- Management and Commerce
- Natural and Physical Sciences
- Creative Arts
- Health
- Information Technology
- Architecture and Building
- Education
- Agriculture, Environmental and Related Studies

## Staff\*

6,228 Total staff (5,745 full time equivalent)

Gender	Academic Staff	Professional Staff
Female	1,127	2,186
Male	1,711	1,204

\*Student data as at 31 Dec 2017. Staff data as at 31 March 2018.



# Reputation

Different global indices track and compare university performance, using various methodologies and components to rank institutions.

## Global University Rankings

UNSW is ranked 45 in the QS World University Rankings, 85 in the Times Higher Education World University rankings and 133 in the Academic Ranking of World Universities. UNSW was also a new entrant in the QS Graduate Employability Rankings, placing 36 in the world.

With a common focus on excellence in research and teaching, factors assessed also include research influence (citations), faculty:student ratios, reputation with employers, graduate employment rates, industry partnerships and international outlook.

## 2018 QS WORLD UNIVERSITY RANKINGS BY SUBJECT

### 22 Subjects in the top 50

Rank	Subject
9	Engineering - Mineral & Mining
10	Accounting & Finance
14	Environmental Sciences
15	Engineering - Civil & Structural
16	Law
20	Psychology
22	Business & Management Studies
23	Architecture
30	Anatomy & Physiology
31	Art & Design
31	Economics & Econometrics
32	Sport-related Subjects
35	Education & Training
36	Engineering - Chemical
36	Engineering - Electrical & Electronic
38	Materials Science
39	English
41	Computer Science & Info Systems
44	Mathematics
45	Earth & Marine Sciences
46	Communication & Media Studies
48	Social Policy & Administration

## 2017 ARWU SUBJECT RANKINGS

### 18 Subjects in the top 50

Rank	Subject
6	Water Resources
10	Finance
11	Civil Engineering
12	Mining & Mineral Engineering
18	Marine/Ocean Engineering
27	Library & Information Science
30	Hospitality & Tourism Management
31	Public Health
33	Remote Sensing
37	Law
40	Computer Science & Engineering
41	Transportation Science & Technology
42	Telecommunication Engineering
44	Chemical Engineering
45	Ecology
45	Mechanical Engineering
47	Aerospace Engineering
47	Psychology

# 2017 Highlights

## The Path to Silicon Quantum Computing

In August, Australia's first quantum computing company was launched to develop and commercialise the University's ground-breaking research in this key technology of the future, that will revolutionise most other industries. Based at UNSW, Silicon Quantum Computing Pty Ltd is a unique \$83M venture that brings together governments, industry and universities. With UNSW Scientia Professor Michelle Simmons, Director of the UNSW-based ARC Centre of Excellence for Quantum Computation and Communication Technology as Board member, it will drive the commercialisation of a 10-qubit integrated circuit prototype in silicon by 2022, as a forerunner to a silicon-based quantum computer.

## 2018 NSW Australian of the Year

In November, UNSW scientist Scientia Professor Michelle Simmons, Director of the ARC Centre of Excellence for Quantum Computation and Communication Technology, was named 2018 NSW Australian of the Year, a precursor to the national awards the following January. Simmons was recognised for her pioneering research and leadership in "the space race of the computing era". Her research group is the only one in the world that can manipulate individual atoms to make atomically precise electronic devices.

## SPHERE: Capturing Clinical Innovation

In March, UNSW was a proud participant in the launch of a \$20M partnership between 14 leaders in health, education and medical research in NSW. Led by inaugural Chairman, UNSW President and

Vice-Chancellor Professor Ian Jacobs, the Sydney Partnership for Health, Education, Research and Enterprise (SPHERE) will aim to accelerate the conversion of promising research into clinical practice for the benefit of communities around Australia. SPHERE has highlighted a range of state and national health challenges to address, including cancer treatment, mental health, diabetes and childhood illnesses.

## Randwick Health Precinct

In June, the University welcomed the NSW Government's announcement of an additional \$220M investment in the Randwick Health and Education Precinct. This will help create an integrated hospital-university campus, linking all aspects of work at UNSW with healthcare services to improve the quality and delivery of healthcare.

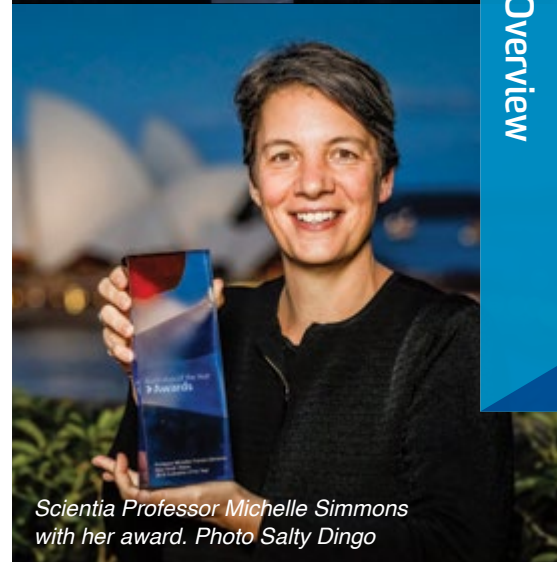
## NUW Alliance

In July, NSW Premier Gladys Berejiklian launched the NUW Alliance between Newcastle, UNSW and Wollongong universities. The Alliance is dedicated to finding smart solutions for NSW State Plan priorities. It combines the distinct strengths of each institution in education, research and innovation to make transformational impact on NSW communities. The region covered by the Alliance is home to more than 25 per cent of Australia's population and 75 per cent of the NSW population.

*Pictured, bottom right: University of Newcastle President and Vice-Chancellor, Professor Caroline McMillen, University of Wollongong Vice-Chancellor, Professor Paul Wellings and UNSW President and Vice-Chancellor, Professor Ian Jacobs*



*Professor Simmons with Senator Arthur Sinodinos AO at SQC Launch*



*Scientia Professor Michelle Simmons with her award. Photo Salty Dingo*



*SPHERE researchers*



## Academic Excellence: Research Quality

Academic Excellence is the foundational priority of UNSW's 2025 Strategy. We are delivering life-changing research and shaping the future through our exemplary, student-led educational experience.

### World-Class Researchers

UNSW's SHARP (Strategic Hire & Retention Pathways) program has already attracted more than 20 research 'superstars' who are within the top five per cent of their field internationally.

In May, UNSW continued to recruit world-class researchers through the Scientia initiatives. A total of 18 fellows were appointed to the Scientia Fellowship Program and 46 PhD scholars started in the Scientia

PhD Scholarship Scheme. By 2025, UNSW will have invested more than \$500M to recruit 290 Fellows and 700 PhD scholars.

Also launched in May was the UNSW Futures program, which will see \$200M invested to create interdisciplinary Futures Institutes to tackle 21st century challenges.

In August, Professor Ana Deletic was appointed Pro-Vice-Chancellor (Research) to help lead UNSW's research excellence.



Biological Sciences building facilities

### Higher Degree Research

In 2017, UNSW celebrated the highest ever recorded number of completions in Higher Degree Research. Higher Degree Research commencements also increased

### Research Funding

#### Australian Research Council (ARC)

In 2017, UNSW was awarded \$56.2M of ARC funding, the second highest amount nationally, including:

- » \$24.1M across 64 new Discovery Project Grants, the highest number of Discovery Projects nationally
- » \$5.3M for two Australian Laureate Fellowships to Professor Jill Bennett and Professor Fedor Sukochev
- » \$4.3M for an Industrial Transformation Training Centre led by Professor Guan Heng Yeoh
- » \$2.7M for nine projects under the ARC Industry Linkage Projects Scheme, the third highest allocation nationally.

#### National Health and Medical Research Council (NHMRC)

The University was awarded \$85.9M of NHMRC funding, placing UNSW fourth in 2017, both in the Go8 and nationally. This represents 10 per cent of the total funding awarded, including:

- » \$24M Program Grant led by Professor Bruce Neal, The George Institute for Global Health
- » \$9.1M Program Grant led by Professor Greg Dore, The Kirby Institute
- » \$3M Project Grant led by Professor Rebecca Ivers (prevention of falls in older Aboriginal people)

- » \$2.5M Centre of Research Excellence led by Professor Maree Teesson (prevention and early intervention in mental illness and substance abuse).

#### Other highlights for funding awarded in 2017 included:

- » Tour de Cure: \$1.5M awarded to 12 UNSW teams
- » ARENA (Australian Renewable Energy Agency): \$16.4M awarded to 11 UNSW-led projects (more than half the ARENA funding awarded in 2017)
- » Commonwealth Department of Health: \$8.8M awarded to Professor Michael Farrell, NDARC for a Centre of Excellence for the Clinical Management of Emerging Drugs of Concern



by 14 per cent, driven by the new Scientia scholarship scheme and the growth of international candidates. The number of enrolled Higher Degree Research candidates at UNSW in 2017 was 4,183.

- » **NSW Department of Industry:** \$2M awarded to Professor Maurice Pagnucco for a NSW Network for Cyber Security Research and Engagement
- » **Paul Ramsay Foundation:** \$12.2M awarded to Professor Maree Teesson, NDARC and \$11.6M to Scientia Professor Helen Christensen, Black Dog Institute
- » **Commonwealth Department of Industry, Innovation & Science:** \$0.5M Citizen Science Grant awarded to Dr Melissa Hart, Climate Change Research Centre
- » **US National Institutes of Health:** US\$2.6M awarded to Scientia Professor Perminder Sachdev to identify risk and protective factors in dementia.

## 2017 Research Awards

### Tinker-Muse Prize for Science and Policy in Antarctica

Scientia Professor Matthew England FAA FRSN, Climate Change Research Centre

### Calouste Gulbenkian Prize

Scientia Professor Jane McAdam FASSA, Faculty of Law

### International Society of Electrochemistry Katsumi Niki Prize in Bioelectrochemistry

Scientia Professor Justin Gooding FAA FRACI FRSC FISE FRSN, School of Chemistry

### World Meteorological Organisation Commission for Climatology Outstanding Service Award

Associate Professor Lisa Alexander, Climate Change Research Centre

### AUSTRALIAN ACADEMY OF SCIENCE

**Christopher Heyde Medal**  
Dr Zdravko Botev, School of Mathematics & Statistics

**Gustav Nossal Medal**  
Professor Anushka Patel FAHMS, The George Institute for Global Health

**Frederick White Prize**  
Dr Alexander Sen Gupta, Climate Change Research Centre

**Ruth Stephens Gani Medal**  
Dr Irina Voineagu, School of Biotechnology & Biomolecular Sciences

### ROYAL SOCIETY OF NSW

**Clarke Medal**  
Professor David Keith, School of Biological, Earth and Environmental Sciences

**James Cook Medal**  
Scientia Professor Gordon Parker AO FASSA FAHMS, School of Psychiatry

**Edgeworth David Medal**  
Dr Angela Nickerson, School of Psychology

**Pollock Lecture**  
Professor Andrea Morello FAPS FRSN, School of Electrical Engineering and Telecommunications

### NSW PREMIER'S PRIZES FOR SCIENCE + ENGINEERING

**Excellence in Mathematics, Earth Sciences, Chemistry and Physics**  
Scientia Professor Trevor McDougall AC FAA FRS, School of Mathematics & Statistics

**Excellence in Medical Biological Sciences (cell and molecular, medical, veterinary and genetics)**  
Professor Sally Dunwoodie, Victor Chang Cardiac Research Institute

**Energy Innovation in NSW**  
Dr Brett Hallam, School of Photovoltaics & Renewable Energy Engineering

**Leadership in Innovation in NSW**  
Professor Maria Kavallaris FAHMS, Children's Cancer Institute

### AUSTRALIAN MUSEUM EUREKA PRIZES

**Outstanding Mentor of Young Researchers**  
Scientia Professor Justin Gooding FAA FRACI FRSC FISE FRSN, School of Chemistry

**Infectious Diseases Research**  
The Scabies Research Team, The Kirby Institute (with Murdoch Children's Research Institute, St Vincent's Hospital Sydney and Menzies School of Health Research)

### CANCER INSTITUTE NSW AWARDS

**Professor Rob Sutherland AO Make A Difference Award**  
Professor David Goldstein, Translational Cancer Research Network

**Rising Star PhD Candidate Award**  
Ms Rebecca Poulos, Prince of Wales Clinical School

### NSW GREEN GLOBE AWARDS

**Natural Environment Award**  
Operation Crayweed Underwater Restoration Team

- » Professor Peter Steinberg, School of Biological, Earth and Environmental Sciences and Sydney Institute of Marine Sciences

- » Dr Adriana Vergés, School of Biological, Earth and Environmental Sciences
- » Dr Ezequiel Marzinelli, School of Biological, Earth and Environmental Sciences
- » Dr Alexandra Campbell, School of Biological, Earth and Environmental Sciences

(with Dr Melinda Coleman, NSW Department of Primary Industries, and Associate Professor Brendan Kelaher, Southern Cross University)

#### NSW YOUNG TALL POPPY SCIENCE AWARDS

- » Dr Matthew Baker, School of Biotechnology and Biomolecular Sciences
- » Dr Emma Barrett, National Drug and Alcohol Research Centre
- » Dr Louise Mewton, National Drug and Alcohol Research Centre
- » Dr Bridianne O’Dea, Black Dog Institute
- » Dr Louis Wang, Victor Chang Cardiac Research Institute

#### ACON President’s Award

The late Scientia Professor David Cooper AO FAA FAHMS, The Kirby Institute

#### Australian Meteorological and Oceanographic Society Priestley Medal

Professor Jason Evans, Climate Change Research Centre

#### Australian Marine Sciences Association Jubilee Award

Professor Peter Steinberg, School of Biological, Earth and Environmental Sciences and Sydney Institute of Marine Sciences

#### Research Australia Health & Medical Research Award

Professor Jacqueline Close (NeuRA) and Professor Ian Harris, Australian & New Zealand Hip Fracture Registry (South Western Sydney Clinical School)

#### Australian College of Educators NSW Community and Social Justice Award

Kingsford Legal Centre

#### FELLOWSHIPS

##### Fellowship of the Australian Academy of Health & Medical Sciences (AAHMS)

- » Professor Louisa Degenhardt FASSA FAHMS, National Drug and Alcohol Research Centre
- » Professor Andrew Lloyd AM FRACP FAHMS, The Kirby Institute
- » Professor Lisa Maher AO FAHMS, The Kirby Institute
- » Professor Glenn Marshall AM FRACP FAHMS, Sydney Children’s Hospital and Children’s Cancer Institute
- » Scientia Professor Philip Mitchell AM FASSA FAHMS, School of Psychiatry
- » Scientia Professor Gordon Parker AO FASSA FAHMS, School of Psychiatry

##### Fellowship of the Academy of Social Sciences in Australia (ASSA)

- » Professor Eileen Baldry FASSA, School of Social Sciences and Deputy Vice-Chancellor (Inclusion & Diversity)
- » Scientia Professor Ross Buckley FASSA, Faculty of Law
- » Professor Megan Davis FASSA, Faculty of Law and Pro-Vice-Chancellor (Indigenous)
- » Professor Rick Richardson FASSA, School of Psychology

##### Fellowship of the Australian Academy of Technology and Engineering (ATSE)

- » Professor John Mattick AO FAA FAHMS FTSE, Garvan Institute of Medical Research
- » Professor Laura Poole-Warren FTSE, Graduate School of Biomedical Engineering and Pro-Vice-Chancellor (Research Training)

##### Fellowship of the Australian Academy of the Humanities (AHA)

- » A/Professor Robin Derricourt FAHA, School of Humanities & Languages



“In 2017, UNSW Knowledge Exchange revenue increased by 20 per cent due to wide industry engagement, including contract and collaborative research, consulting, short courses and IP licensing fees.”



Faculty of Built Environment  
Student Centre

# Academic Excellence: Educational Excellence

Launched in 2017, the Scientia Educational Experience emphasises learning communities, feedback, dialogue and inspiring teaching, all underpinned by the latest digital technologies to produce first-rate graduates who are ready to contribute to society.

## Supporting Teaching Excellence

UNSW has introduced an Education Focussed (EF) career pathway, which recognises academics who excel at teaching and learning and supports them to progress through the academic ranks. Under the 2025 Strategy, UNSW set an ambitious target of 25 per cent of its academic workforce holding EF roles by 2025. The EF Academic Career Pathway was introduced at the beginning of 2017 and by year's end more than 200 academics (11 per cent of UNSW's academic population) had embraced this opportunity.

*Pictured, below: UNSW President and Vice-Chancellor, Professor Ian Jacobs, UNSW Chancellor, David Gonski AC and Former NSW Education Minister, the Hon Adrian Piccoli. Photo by Anna Kucera.*

## Scientia Education Investment Funding (SEIF) Scheme

In 2017, UNSW offered two rounds of SEIF grants. This competitive funding highlights the University's serious commitment to educational excellence by supporting school and faculty-initiated projects aimed at enhancing the overall student experience and educational outcomes.

## UNSW3+

In 2019, UNSW will adopt a new academic calendar, known as UNSW3+. It consists of three ten-week teaching terms and an optional five-week summer term, heralding a more flexible study program and a unique student experience.

In 2017, there was extensive academic and student engagement on UNSW3+,

as well as a business transition program. In collaboration with all faculties, courses were allocated across three terms and teaching templates developed for quality assurance. Work also began on implementing a University-wide Work Integrated Learning strategy to support student internships and other extracurricular opportunities.

## Inspired Learning Initiative

The Inspired Learning Initiative is a five-year, \$55M endeavour. It is designed to provide personalised, flexible educational experiences for students; to support and value teaching excellence; integrate technology to enrich learning and teaching environments; and to build global alliances and partnerships. As part of the Initiative, the Digital Uplift program has redesigned more than 60 courses to date.



## Gonski Institute for Education

In October, UNSW named its new institute focusing on educational access and excellence the Gonski Institute for Education, in honour of Chancellor David Gonski AC.

Headquartered in the Arts & Social Sciences School of Education, the interdisciplinary Gonski Institute for Education is led by former NSW Education Minister the Hon Adrian Piccoli. It brings together scholars, policy-makers and practitioners to improve academic and wellbeing outcomes, particularly for disadvantaged students and those in remote and regional Australia. In December, renowned Finnish educator Dr Pasi Sahlberg was appointed Professor of Education.



## UNSW Scientia Education Academy

The Scientia Education Academy provides outstanding UNSW educators with a platform to inspire educational excellence. In 2017, the Academy welcomed 18 new Scientia Education Fellows, recognising their contributions and leadership in learning and teaching. Each month the popular Scientia Education Lecture Series highlighted their approaches to enhancing students' educational outcomes.

## Summative Peer Review of Teaching

The Summative Peer Review of Teaching was introduced in the first semester of 2017, enabling educators to demonstrate effective teaching. It is a significant development for teachers applying for the individual Vice Chancellor's Award for Teaching Excellence and for staff wishing to apply for academic promotion.

## 2017 Teaching Awards

### 2017 AUSTRALIAN AWARDS FOR UNIVERSITY TEACHING

UNSW's innovative, inspiring approaches to student learning have been recognised with national awards for teaching excellence:

- » **Associate Professor Gigi Foster (School of Economics)** for 'invigorating economics education and informing higher education policy through national leadership on academic standards, widespread community engagement, innovations in teaching and rigorous policy-relevant research'
- » **Dr Lauren Kark (Senior Lecturer, School of Biomedical Engineering)** for 'promoting global citizenship by creating domestic and international programs that enable engineering students to genuinely contribute to improving healthcare provision in the developing world'
- » **Dr Louise Smith (Lecturer, School of Social Sciences)** for 'the design, development and implementation of research-led accessible and innovative teaching and learning resources in the field of disability studies'
- » **Dr Pramod Koshy (Senior Research Fellow, School of Materials Science and Engineering)**

for 'the development and implementation of a teaching strategy of complementary content and style to enhance student learning in multidisciplinary science (academic) and engineering (industrial)'

### THE KPMG INSPIRING TEACHER AWARD IN A FIRST YEAR UNDERGRADUATE PROGRAM 2017

This award recognises and celebrates the most inspirational teacher, as nominated by students enrolled in UNSW first-year undergraduate programs.

**Winner: Dr Daniel Mansfield, Faculty of Science, School of Mathematics and Statistics**

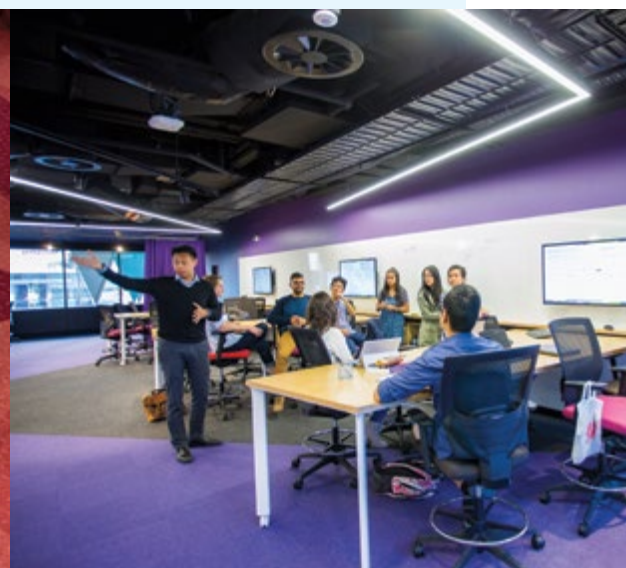
### TOPRA AWARD

This award recognises Dr Chisholm's transformation of UNSW's Master of Pharmaceutical Medicine program into a fully online, connected program providing authentic learning activities for students wanting to develop their careers in the pharmaceutical, biotechnology or medical technology industry.

**Winner: Dr Orin Chisholm, Program Director for the Master of Pharmaceutical Medicine**



UNSW celebrates its academics' passion for teaching. Photo Jamie Williams



# Social Engagement

Social Engagement is an important strategic priority for UNSW. The University is helping to build a just society, ensuring the benefits of our research reach the wider community and leading the debate on the grand challenges that face Australia and humankind.

## Inclusion and Diversity

In a historic moment for UNSW, in July, the University's Division of Inclusion and Diversity was established. Professor Eileen Baldry, NSW Justice Medal winner and social justice champion, was appointed Deputy Vice-Chancellor Inclusion and Diversity, the first female DVC at UNSW. A leading academic in the field of Criminology, Professor Baldry is a long-time UNSW staff member.

From the executive leadership down, the Division aims to create an inclusive culture, free of gendered misconduct and discrimination, via staff and student commitments and a range of training and information.

The year ended on a high with the December launch of the

Equity, Diversity and Inclusion Policy, enshrining the University's commitment to equity, diversity and inclusion in education, employment and research.

## Gender Equity

The first UNSW gender equity staff survey was launched on International Women's Day. The results informed the University's SAGE Athena SWAN submission and tracked satisfaction in UNSW's working environment, policies and practices. UNSW aims to achieve 40 per cent female representation at senior academic levels D & E and 50 per cent at senior professional staff level 10+ by 2025.

In April, following UNSW's entry in Sydney's Mardi Gras Parade, UNSW LGBTIQ Champion

Professor Mark Willcox launched the University's Gender Affirmation Guidelines, helping transgender staff and colleagues on their journey of transition at work.

## Respect. Now. Always.

During 2017, UNSW focused on practical action to prevent and respond to sexual misconduct on campus.

Following the University's internal audit on this issue in 2016, the Vice-Chancellor committed to implementing the relevant recommendations in the Australian Human Rights Centre's *On Safe Ground: A Good Practice Guide for Australian Universities* report and the nine recommendations of the Australian Human Rights Commission's national survey of

## A year of innovation and entrepreneurship @ UNSW

**JUNE:** Dr Elizabeth Eastland was appointed to the role of Director Entrepreneurship

Dr Eastland has a distinguished 30-year history of achievement in innovation. She founded the University of Wollongong's iAccelerate innovation accelerator and was recently responsible for the CSIRO's innovation strategy.

**NOVEMBER:** The annual UNSW Innovation Summit brought together leading innovation strategists with those delivering cutting-edge technologies

In addition to the Technology Showcase, the 2017 Summit featured key speakers from the Industry Growth Centres Government Initiative.

### UNSW Innovation Awards

Innovation of the Year Award: *Scientia Professor Helen Christensen*, Enterprise Award for Impact: *Scientia Professor Michelle Simmons*, Enterprise Award for Engagement: *Professor Justin Gooding*, Entrepreneur of the Year Award: *Lily Wu* and Outstanding Startup Award: *Brad Lorge*.

**DECEMBER:** Launch of UNSW Founders Program and Founders 10X accelerator

The Founders Program is UNSW's ambitious new initiative to embed entrepreneurial confidence in the student experience. The program caters for students at all stages of the entrepreneurial journey, comprising events, workshops and networking, with specialist support for women and global founders and three pre-accelerators.

The program culminates with the 10x accelerator: 10 high-impact, high-potential startups are selected to participate in an intensive program of world-class mentoring, prototyping services and funding support.

university students, *Change The Course: National Report on Sexual Assault and Sexual Harassment at Australian Universities*.

Staff and students received behavioural change training and there was an independent review of the University's sexual misconduct procedures and policies. UNSW launched the Sexual Assault, Harassment & Misconduct portal, which enables students and staff to report current or past instances of sexual misconduct and receive support.

### School Students AimHigh

UNSW's AimHigh Unit continued its work increasing opportunities for students from low SES backgrounds to access university, moving the University towards its 2025 target of 15 per cent of domestic undergraduate students from this cohort. In 2017, this included the introduction of Gateway, the contextualised entry scheme.

ASPIRE, the premier UNSW schools outreach program undertaken by AimHigh, engaged with over 17,000 students in 2017, from preschool to Year 12. The program has seen a 120 per cent increase in university offers to students from ASPIRE partner schools between 2010-2016. In 2017, the largest number of enrolment offers to date were made to ASPIRE school students. The program received an Australian government grant of \$800,000 for projects during 2017, some of which will now be embedded in schools across 2018.

### Women in STEM

In March, Lucy Turnbull AO, Adjunct Professor of UNSW's Faculty of Built Environment, established a new UNSW Scholarship aimed at increasing the number of women in leadership roles in the built environment sector.

In addition, UNSW is emphasising initiatives to boost female enrolments in Engineering to 30 per cent by 2020. The University held a four-day *Women in Engineering* camp for girls in December, raising awareness of the engineering disciplines at UNSW. A record 25 per cent of enrolment offers to study Engineering were made to women.

### Disability Inclusion Action Plan

In October, UNSW's Disability Inclusion Action Plan was approved, with an investment commitment of up to \$12M. In parallel, UNSW's interdisciplinary Disability Innovation Institute was launched with \$11M in funding. It combines disability studies with STEM (Science, Technology, Engineering & Medicine) and HASS (Humanities & Social Sciences) research to design accessible, inclusive working, living and learning environments.

### UNSW's First Pro-Vice-Chancellor (Indigenous)

The first Pro-Vice-Chancellor (Indigenous) was appointed in June, Professor Megan Davis. A UNSW Law Professor and previous Director of UNSW's Indigenous Law Centre, Professor Davis is working with the Indigenous collegiate and UNSW community to develop a nationally focused strategy to lift Indigenous participation in research, education and the workforce. In 2017, 436 Indigenous students were enrolled at UNSW.

In October, the fifth annual UNSW Indigenous Awards Night recognised a record 28 Indigenous students for academic excellence and 'spirit' in the form of persistence, resilience, academic growth and attitude. Also in 2017, the Origin Foundation kindly donated a generous \$5M gift to help Indigenous students pursue a career in STEM fields.

### Local Community Engagement

Sydney's iconic Sculpture by the Sea exhibition remains a much-loved UNSW local sponsorship, now in its fourth year, especially when it offers a chance to celebrate the work of UNSW Art & Design Alumni.

UNSW's new NSW Waratahs multi-year education partnership was signed at the end of 2017. Meanwhile the University's enduring relationships with Randwick Rugby and Sydney FC continues its strong student and local community engagement.



Professor Eileen Baldry, Deputy Vice-Chancellor Inclusion and Diversity



UNSW celebrates inclusion and diversity



School students AimHigh



Pro-Vice-Chancellor (Indigenous), Professor Megan Davis. Photo by Andrzej Liguz

# Social Engagement: Grand Challenges

Under its 2025 Strategy, UNSW will define and lead the debate on some of the most important issues facing humanity and demonstrate the critical place of universities in leading open and informed debate. UNSW will also promote informed discussion, deliberation and policy formulation; be a global reference point for policymakers and leaders; and partner with students, staff and community to facilitate practical action.

## Four Grand Challenges were tackled in 2017

*Academic Lead: Scientia Professor Rob Brooks*

- » 65 events, projects and activities held under the Grand Challenge banner
- » 7,500 people registered for events and activities in 2017
- » More than half of invited speakers at Grand Challenge events are female.

## CLIMATE CHANGE

(OCT 2015 – DEC 2017)

*Led by: Scientia Professor Matt England (Science)*

- » *Big Ideas for the Small Screen: 'Cli-Fi' (Climate Fiction) Workshop*

led by Dr Adriana Vergés (Science) for script writers and scientists held in partnership with ABC Drama, Create NSW, Screen Australia and Jungle Media. After briefings from experts in climate science, geo-engineering, psychology, human health, renewable energy, politics and history the group was asked to develop a screen anthology, with climate change underpinning human-driven, compelling stories.

- » *The Mad House Effect: What's stopping action on climate change?* Panel discussion at the Sydney Opera House featuring Mike E. Mann, Stephan Lewandowsky and Anna Rose.
- » Climate Change Blueprints on Energy, Health and Justice

marked the completion of the Grand Challenge:

- *Energy Transitions* looks at ways of making the necessary change to renewable and sustainable sources of energy. Led by Dr. Muriel Watt.
- *Justice and Climate Transitions* examines policies on transport, energy, health and urban life in the light of 'a moral imperative' to ensure that the costs and benefits of countering global warming are evenly distributed. Led by Professor Jeremy Moss.
- *Climate Change, Air Pollution and Health in Australia* is a call to action to improve the quality of the air we breathe. Led by Associate Professor Donna Green.



“The Grand Challenges are a chance to elevate UNSW researchers as public intellectuals and enhance the intellectual life of the university.”

*Scientia Professor Rob Brooks*

## REFUGEES & MIGRANTS

(JULY 2016 – JUNE 2018)

*Led by: Scientia Professor Jane McAdam (Law), succeeded by Professor Stephanie Hemelryk Donald (Arts & Social Sciences) in July 2017*

- » *Refugees Alternatives Conference & Academic Symposium:* In February, UNSW joined the Refugee Council of Australia and the UNSW Forced Migration Research Network (based in Arts and Social Sciences) for the first major public event of the Grand Challenge. Speakers with experience of seeking asylum and living as a refugee shared insights and reflections. This event was the first of several collaborations between each organisation, including the event *Debt, Opportunity and the Modern Refugee*, and *Story-telling, Diaspora Identities, Trauma and Memory*.
- » In March, UNSW's Andrew & Renata Kaldor Centre for International Refugee Law, led by Professor McAdam, and the Refugee Studies Centre at the University of Oxford formalised a partnership to strengthen vital new thinking on global refugee policy.
- » The UNSW Forced Migration Research Network continued its work with the United Nations High Commissioner for Refugees with Dr. Linda Bartolomei and Adjunct Professor Eileen Pittaway leading the Gender Audit in preparation for the Global Compact on Refugees in November 2018.
- » *Breaking the deadlock: Creating solutions for Refugees:* Five years on from the Expert Panel on Asylum Seekers, this panel discussion featuring Professor Gillian Triggs, international legal expert Guy S. Goodwin-Gill, Huy Truong and Paris Aristotle started a conversation on what a just, lawful and humane approach could look like.



*Climate Change: The Madhouse Effect, Michael E. Mann*



*UNSOMNIA. Photo by Prudence Upton*

Towards 2025



*Refugees & Migrants: Breaking the Deadlock, Professor Gillian Triggs*



## INEQUALITY

(JAN 2017 – DEC 2018)

*Led by: Professor Rosalind Dixon (Law) and Professor Richard Holden (Business)*

- » *O-Week Book Club: "Did Piketty get it right?":* A Book Club discussion exploring Thomas Piketty's *Capital in the 21st Century* featuring journalist Peter van Onselen, the Hon. Andrew Leigh MP and a video message from Piketty himself.
- » *Sydney Writers' Festival Panel 'Globalisation and Inequality in the Age of Trump':* Award-winning writer Thomas Friedman was joined by *Washington Post* journalist Sebastian Mallaby, then ACTU President Ged Kearney and UNSW's Richard Holden.
- » *Social Emergency Lending: Social Emergency Saving:* This report, authored by Richard Holden, Rosalind Dixon and Madeline Holme, proposed two Government schemes to tackle household financial insecurity. Published by the McKell Institute.
- » *The Global Financial Crisis and Inequality:* Lecture by Professor Christina Romer, former Chair of President Obama's Council of Economic Advisers.

## LIVING WITH 21st CENTURY TECHNOLOGY

(SEPTEMBER 2017 – JULY 2019)

*Led by: Associate Professor Lyria Bennett Moses (Law)*

- » *Zero Launch Mass Space Pioneering:* Public lecture delivered by Robert P. Mueller, Senior Technologist Advanced Projects Development NASA, Kennedy Space Center as part of the third Off-Earth Mining Forum.
- » *Education Future Frontiers: AI Revolution* paper authored by Scientia Professor Toby Walsh for the NSW Department of Education.
- » *Who counts your votes, and how?* Lecture by visiting ANU academic Dr Dirk Pattinson.
- » *Predictive Policing:* Lecture by Associate Professor Lyria Bennett Moses & Professor Janet Chan at Google for Sydney Machine Learning.

UNSOMNIA. Photo by Prudence Upton



***UNSOMNIA 2.017 –  
What needs to change?***

*Hosted by: Dr. Justine Rogers (Law)*

In partnership with the newly-established Centre for Ideas, *UNSOMNIA* made a triumphant return to a sold-out audience with 10 provocative talks (now available as *Radio National* podcasts) about how we might change things for the better.

# Global Impact

As Australia's Global University, a key priority under UNSW's 2025 Strategy is Global Impact: expanding the University's global educational reach, developing high-profile international partnerships and working to improve the lives of marginalised and disadvantaged communities in Australia and abroad.



India Illuminated,  
Bollywood flash mob.  
Photo by Gandhi Creations

## New Colombo Plan

UNSW has one of the largest outbound student mobility programs in Australia and leads the sector in securing government funding through the New Colombo Plan (NCP) and Endeavour Mobility Grants.

To date, the University has secured the highest NCP funding of all Australian universities and, in 2017, it secured nearly \$3M of additional funding to support close to 800 transformative student experiences across the Indo Pacific. Twenty-three per cent of UNSW students graduate with international experience.

In December, UNSW graduating student and former NCP Scholarship recipient, Sonia Parulekar, was named UNSW NCP Ambassador by Minister for Foreign Affairs the Hon. Julie Bishop MP at the NSW NCP Alumni Program Launch.

## Torch Initiative

To celebrate the first anniversary of the Torch Innovation Precinct, UNSW held a special luncheon with industry and government partners. Coinciding with Chinese Premier Li Keqiang's

visit to Australia, Premier Li highlighted UNSW in a major speech to the Australia China Economic and Trade Cooperation Forum. He described the Torch Innovation Precinct as 'a shining beacon of bilateral cooperation and investment in innovation and entrepreneurship'.

UNSW also established a major new research and commercialisation centre in China's Jiangsu Province to position the University's research discoveries in energy and water at the forefront of China's new economy.

The wider Torch pipeline grew to more than \$100M of new collaborations with international industry partners spanning advanced materials, energy, water, health and advanced manufacturing and attracting close to 100 researchers.

As part of China's flagship Mass Innovation and Mass Entrepreneurship Week, UNSW, Tsinghua University and TusHoldings jointly presented the iGlobal Innovation & Entrepreneurship Competition. The competition showcased Australian startups competing against their Chinese counterparts in Shanghai.

In October, the Vice-Chancellor signed an MOU with the Shanghai Municipal Government to establish a new UNSW China Centre in Shanghai as a base to advance the University's ambitious China strategy.

## India Illuminated

Throughout 2017, UNSW's ongoing engagement and transformative

partnerships with India deepened. UNSW took centre stage during Australian Prime Minister Malcolm Turnbull's landmark visit to India in April, when Prime Minister Turnbull presented Indian Prime Minister Narendra Modi with a replica of Mahatma Gandhi's iconic spectacles, made entirely of waste plastics using technology developed at UNSW. Scientia Professor Veena Sahajwalla and the team at UNSW's Centre for Sustainable Materials created the spectacles using world-first sustainable micro-factory technology which recycles plastics into filaments for 3D printers.

UNSW's Vice-Chancellor also met with Indian government officials to strengthen relationships. Since then, UNSW has partnered with India's Smart Cities Mission to provide expertise on low-carbon living, built environment, materials science, computer science and engineering.

In October, UNSW's inaugural Festival of India, *India Illuminated*, was a high-energy celebration of Australia's partnership and friendship with India. The campus grounds transformed into a little India, highlighting the country's rich cultural offerings and ground-breaking developments in finance and scientific research.

In November, UNSW's inaugural **India Research Roadshow** showcased its capabilities and 25 UNSW researchers **forged** new collaborations with research organisations, industry partners and government stakeholders to seed new research, knowledge exchange and education.



The Hon. Julie Bishop MP,  
Minister for Foreign Affairs





### **New STEMM Diploma**

UNSW launched a new STEMM Diploma to help international students from a diverse range of countries and backgrounds prepare for the second year of UNSW degrees in engineering and science. Combining academic bridging programs with immersive English language and our industry-connected STEMM curriculum, this diploma will prepare international students for the innovation economies of tomorrow.

### **Strategic Partnerships**

In May, UNSW began a landmark partnership with The George Institute for Global Health, aiming to bolster high-impact medical research and transform lives around the world, particularly in marginalised communities.

This marks a significant new chapter in medical research, ensuring the delivery of both affordable and accessible treatments and prevention programs.

### **Institute for Global Development**

Michael Rose AM was appointed Executive Chair of the Advisory Board of the Institute for Global Development (IGD), contributing extensive experience in Indigenous affairs and international development. Global Academic Development Leads for Uganda, Myanmar and South Pacific were also appointed.

Formed in 2016, the work of the IGD consists of three pillars: knowledge exchange, overseas partnerships and Australian partnerships. The IGD deploys UNSW knowledge, strengths and infrastructure in developing relationships with partner communities in Africa and the Asia-Pacific. During 2017, the Institute began capacity-building partnerships with Gulu and Makerere Universities in Uganda and with the University of Medicine 2 and Yangon Technological University in Myanmar.

Seed funding is being provided for 14 projects in Uganda, Myanmar, the South Pacific and Australia in areas as diverse as academic leadership training, community health screening and implementation of green energy solutions for rural villages.

### **The PLuS Alliance**

In 2017, the work of the PLuS Alliance between Arizona State University, King's College London and UNSW continued to gather momentum. This major new international collaboration currently supports 15 projects with over \$4M in strategic funds, including the first fully online UNSW degree, the Bachelor of International Public Health.

The appointment in June of Paul Ramadge, former Editor-In-Chief of *The Age*, as Managing Director of the PLuS Alliance will create opportunities to further advance the Alliance's agenda.



### **Pro-Vice-Chancellor (International) Appointed**

In May, UNSW appointed former CEO of the Australia China Business Council and eminent Asia strategist Mr Laurie Pearcey as Pro-Vice-Chancellor (International).

At 33, Pearcey is the youngest Pro-Vice-Chancellor in Australia and one of the youngest higher education leaders internationally. He will drive the University's global impact agenda and lead UNSW's new global partnerships team.

# Enabling Delivery of our Strategy

To meet the challenge of achieving our 2025 Strategy, UNSW is optimising its systems, processes and environments to create a safe, respectful culture for work and study.

## People and Culture

UNSW has continued to focus on attracting and retaining the best academic, research and professional talent globally. In 2017, the University introduced system and process enhancements, as well as strengthening our employee value proposition and employer branding.

The five key UNSW Behaviours to enable the 2025 Strategy were launched and embedded by the Human Resources team across the University. In December, the inaugural President's Awards recognised staff who best demonstrated these behaviours.

### UNSW BEHAVIOURS

- » Demonstrates excellence
- » Displays respect
- » Builds collaboration
- » Embraces diversity
- » Drives innovation

The team continued to roll out UNSW's new performance framework, myCareer, which now supports all staff to identify development opportunities. Development of staff was further supported by the announcement in November of a 40 per cent subsidy on UNSW tuition fees for eligible UNSW staff members and affiliates.

## A New Division of Philanthropy

During 2017, UNSW centralised its Development and Alumni teams to create the Division of Philanthropy, facilitating new platforms and infrastructure to

better engage Alumni, donors and the wider community.

The Division of Philanthropy had its most successful year ever in 2017, with more than \$46M in new funds raised. Committed to meaningful engagement and a culture of connection with our global Alumni community, new initiatives in 2017 included:

- » **Learn@lunch:** a flagship series of CBD lectures by UNSW's most prominent academics in a classroom-style learning environment
- » **Alumni Express:** UNSW's first University-wide digital Alumni newsletter
- » **Digital Mentoring Platform:** a new platform for Alumni-to-student and Alumni-to-Alumni career advice and networking.

The University continued to build on established events such as the Town and Gown Dinner, Meet the CEO, the Utzon Lecture Series and Young Alumni Drinks.

In May, the achievements of our most exceptional Alumni were celebrated at UNSW's annual Alumni Awards. An Indigenous art champion, a doctor undertaking world-renowned work in leprosy and the founder of a not-for-profit combating sexual violence in India were among ten inspiring graduates honoured.

## World-Class Environments

In June, Stage One of UNSW's new \$165M Biological Sciences Building was completed. The 21,000 square metre building was designed to support current research and teaching needs, with infrastructure that also anticipates future technological advances.

The development included the custom designed Ramaciotti Centre for Genomics, the largest university-based facility of its kind in Australia, which was opened in July by NSW Chief Scientist Professor Mary O'Kane.

UNSW's Paddington Campus completed the works on the \$1.4M National Facility for Human Robot Interactive Research. UNSW is the first Australian university to offer undergraduates a course in Social Robotics. The Robotics Lab made headlines during the year when it teamed up with the Fuji Xerox Technology group to develop a robot designed to promote creativity and collaboration in the workplace.

UNSW also incorporated 18 new learning precincts, including interactive spaces in The Red Centre, Law Library and Business School. Refurbishments to the Roundhouse, Mathews Pavilion and Library Lawn Forecourt during 2017 enhanced UNSW's dynamic campus life.

## Operational Excellence Program

In 2017, the Operational Excellence Program integrated a new shared services model for key UNSW functions including Finance, Marketing, HR, Estate Management and IT, with many internal UNSW staff filling these new roles. This is delivering more efficient, consistent and simple systems across the University.

In addition, four Customer Services Committees were established to oversee the drafting of service standards and KPIs, creating clear accountabilities and benchmarks for measuring success.

## University Program Office

In 2017, UNSW established the University Program Office (UPO). The UPO is accountable for providing oversight, guidance, monitoring and support of UNSW's project portfolio, which includes all major programs, projects and 2025 Strategy initiatives across the University.

The UPO utilises the Clarity PPM system and has established the following frameworks:

- » **Governance framework:** aligns the 2025 Strategy, Portfolio Governance and Execution Capability.
- » **Project Execution framework:** the UNSW-wide framework for execution of all projects.
- » **Assurance framework:** defines the sponsor's accountability with that of the UPO, Risk Management and Internal Audit.
- » **Benefits Realisation framework:** enables tracking and reporting of 2025 Strategy benefits.

## Digital Solutions

The University relocated its major data centre operations into the NSW Government Data Centre facilities. This resulted in more space on campus and reduced operational risk for mission-critical services.

## Roundhouse Revamp

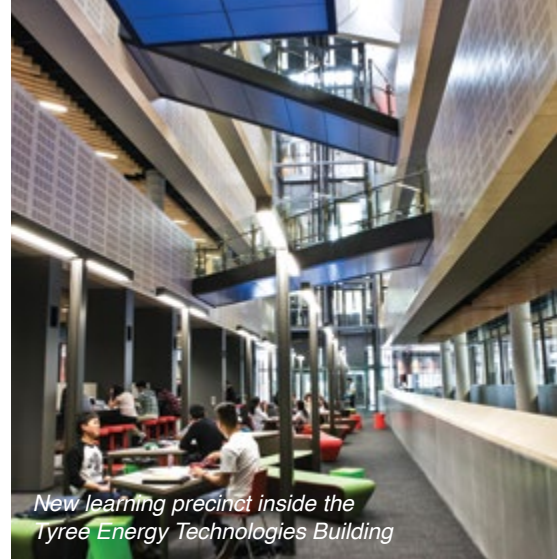
The iconic UNSW Roundhouse underwent a revamp in 2017. The renovations included new engineering services, energy efficient exterior lighting and an interior refurbishment which adds new functionality while respecting the heritage of the building. Multiplex completed the upgrade in time to open the doors for new generations of students in O-Week 2018.

## Cyber Security Awareness

In November, UNSW released the A.L.I.C.E. (Artificial Learning Intelligence for Centralised Education) app, a world first video-game style approach to cyber security education and awareness aimed at students. The app development team hailed from across the UNSW community, with students, staff and Alumni working with vendor partner S1T2.

## Light Rail Update

The Light Rail project will deliver 10,000 jobs and more than \$4B in economic benefit to NSW. Works continued on the CBD and South East Light Rail with construction on Anzac Parade and High Street. From 2019, services will operate every four minutes in each direction between the CBD and Moore Park during peak period and every eight minutes along the Randwick and Kingsford branch lines. Each vehicle will carry up to 450 people (up to nine standard buses) with a capacity of 13,500 passengers per hour.



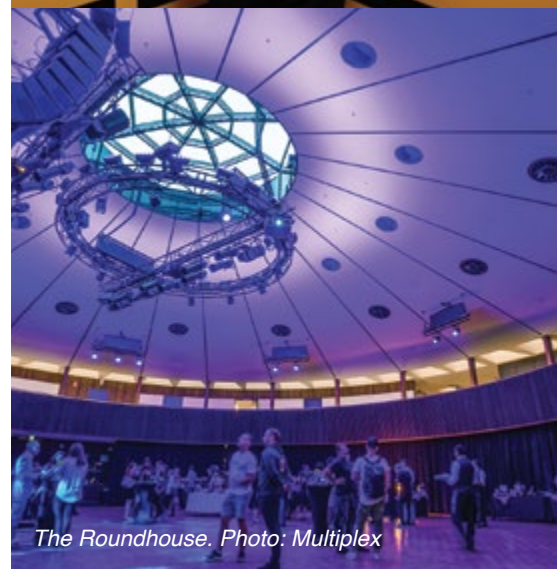
*New learning precinct inside the Tyree Energy Technologies Building*



*UNSW staff in the Ramaciotti Centre Biological Sciences Building*



*Dr Roshan Thapliya in the Creative Robotics Lab at UNSW. Photo: Quentin Jones*



*The Roundhouse. Photo: Multiplex*

# Governance

## Governance

Strong and effective governance and management have set clear strategic goals for the University, underpinning its success and positioning it for the future.

### UNSW Council

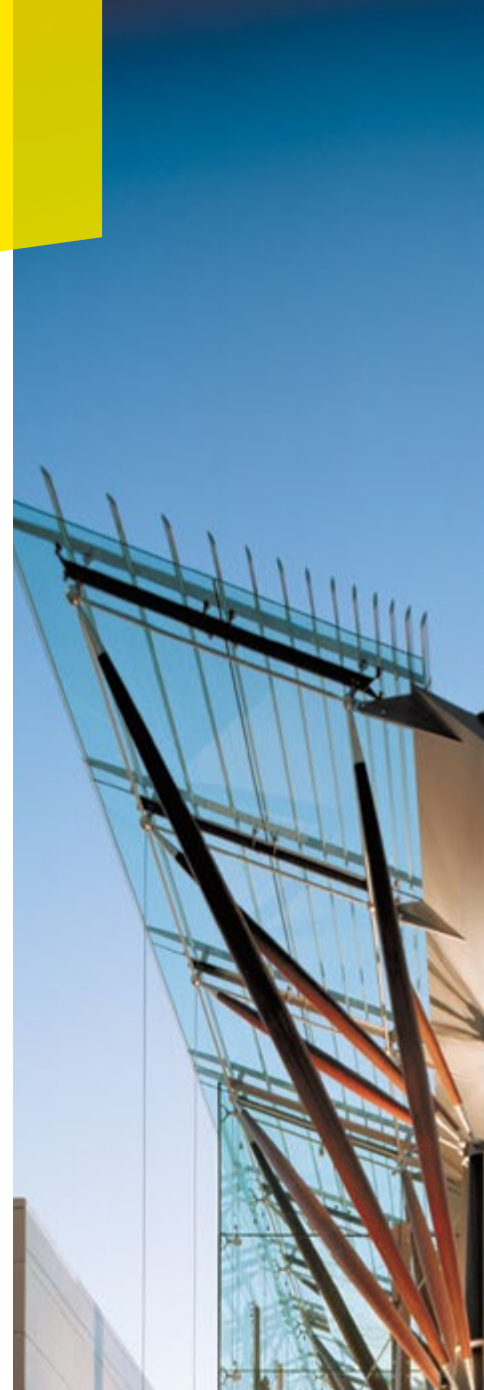
Under the *University of New South Wales Act 1989* the University is governed by a Council of 15 members led by the Chancellor. Members represent the interests of the University and the community, contributing expertise in a range of areas including finance, commercial activities, law, governance, management,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

The Council has the following Committees: Finance, Audit, Risk, Remuneration and People, 2025 Council Sub-committee and Honorary Degrees. The Council

is able to draw upon 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.

In 2017, the Council adopted the Voluntary Code of Best Practice for the Governance of Australian Universities and resolved to review the University's compliance with the Code each year. Council noted the report evidencing compliance with the Code.



### Official Council Members (as at 31 December 2017)

#### 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

Associate Professor  
David Cohen  
BSc (Hons)(Sydney),  
MSc (Queen's, Canada),  
PhD (UNSW), BEng  
Hons, MS(R) (IIT)

**Former Member:** Ms Jantapond Purintanawut BEng (KU) was a Council member from the beginning of the year until she completed her term of office on 5 February 2017.

#### MINISTERIAL APPOINTMENTS

##### Pro-Chancellor

Mr Brian Long FCA

##### Deputy Chancellor

Ms Jillian S. Segal AM  
BA LLB UNSW, LLM  
Harvard, FAICD

#### ELECTED MEMBERS

##### Mr Aaron Wagner

BEC Macquarie, MEM  
LLM UNSW

##### Professor Kristy Muir

BA Hons, PhD, GAICD

##### Mr Michael Murdocca

##### Scientia Professor

##### John Piggott

BA Sydney, MSc PhD  
London, FASSA

##### Mr Gaurav Vats

BEng Hons, MS(R) (IIT)

#### MEMBERS APPOINTED BY COUNCIL

##### Pro-Chancellor

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

##### Ms Maxine Brenner

BA LLB UNSW

##### Mr Nicholas Carney

BCom LLB UNSW,  
MAICD

##### Mr Matthew Grounds

BCom LLB UNSW

##### Mr Warwick Negus

BBus UTS, MCom  
UNSW, SF Fin



### **UNSW Academic Board**

The Academic Board is the principal academic body of the University. Comprising up to 70 members, the Board advises the President, Vice-Chancellor and Council on matters relating to teaching, scholarship and research and makes decisions on functions delegated by Council.

### **UNSW Management**

The President and 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 President and Vice-Chancellor manages and supervises the administrative, financial and other activities of the University.

Reporting to the President and Vice-Chancellor are the

Management Board, eight Faculty Deans and the Rector of UNSW Canberra, who have significant delegated authority in relation to their areas.

### **Risk Management**

Re-established as a separate function from Internal Audit in 2016, the Risk Management Office is a strategic partner to the Executive and works to promote a risk-aware culture, where risk is managed and optimised to protect UNSW assets and achieve the University's strategic objectives.

Each year Council reviews the University's risk profile, assessing it for alignment with the 2025 Strategy. The University's Risk Framework is refreshed in accordance with applicable Australian and Global standards and the Risk Committee and Council endorse the University-wide Risk Appetite Statement.

## **UNSW Foundation Limited Board of Directors** (as at 31 December 2017)

**CHAIR:** Mr David Gonski AC

**DEPUTY CHAIR:** Dr Wallace King AO

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Mr Richard Alcock AO  
Mr Robert Cameron AO  
Mr Mark Dorney  
Dr Holly Forsyth  
Dr Daniel Gauchat  
Mr Nicholas Gray  
Dr Catherine Harris AO PSM  
Professor Ian Jacobs  
Mr Grant King  
Ms Christine McNamee Liddy AO  
Mr Bruce Morgan  
Mr Timothy Olsen  
Mr Simon Poidevin OAM  
Professor Laura Poole-Warren  
Mr Julian Reynolds  
Ms Jillian Segal AM  
Dr Emery Severin  
Mr Shane Simpson AM  
Emeritus Professor Alec Tzannes AM  
Ms Nicola Wakefield Evans  
Mr Albert Yue-Ling Wong AM

# Leadership

## Executive Team (as at 31 December 2017)

The key advisory body for the President and Vice-Chancellor meets fortnightly and comprises the Management Board, Deans, Senior Officers and members of the leadership team.

### MANAGEMENT BOARD

#### President and Vice-Chancellor

Professor Ian Jacobs  
BA MA Cam MBBS UCL MD  
London FRCOG

#### Senior Deputy Vice-Chancellor

Professor Les Field AM  
BSc PhD DSc Syd, FAA FRACI

#### Deputy Vice-Chancellor, Inclusion and Diversity

Professor Eileen Baldry  
BA, DipEd, Dip Teaching English  
as a Second Language (TEFL)  
Syd, Master of Welfare Policy,  
PhD, UNSW

#### Deputy Vice-Chancellor, Research

Professor Nicholas Fisk  
MBBS Syd, PhD UCL, MBA  
Imperial

#### Deputy Vice-Chancellor, Academic

Professor Merlin Crossley  
BSc (Hons) Melb, DPhil Oxon

#### Deputy Vice-Chancellor, Enterprise

Professor Brian Boyle  
BSc (Hons) Edinburgh, PhD  
Durham

#### Vice-President, External Relations

Ms Fiona Docherty  
MA Glasgow

#### Vice-President, Finance and Operations

Mr Andrew Walters  
BCom UKZN BAccSci (Hons)  
South Africa CA

#### Vice-President, Human Resources

Mr David Ward  
BA (Hons) MCom UNSW

#### Chief Operating Officer, President and Vice- Chancellor's Office

Ms Shahina Mohamed

#### Chief Strategy Officer

Mr Russell Nelms  
BA (Hons) App State

### SENIOR OFFICERS

#### President, Academic Board

Associate Professor David Cohen  
BSc (Hons) Syd, MSc, Queen's,  
PhD UNSW

#### Pro-Vice-Chancellor, Research Training

Professor Laura Poole-Warren  
BSc (Hons) PhD UNSW

#### Pro-Vice-Chancellor, Research

Professor Ana Deletic  
PhD Aberdeen, MCivEng  
Belgrade

#### Pro-Vice-Chancellor, Education

Professor Geoffrey Crisp  
PhD ANU

#### Pro-Vice-Chancellor, Academic Excellence

Professor Anne Simmons  
AM, BE (Hons) UQ, MBIomedE  
UNSW, PhD UNSW, FTSE,  
FIEAust

#### Pro-Vice-Chancellor, Research Infrastructure

Associate Professor Grainne  
Moran

BSc PhD NUI Galway

#### Pro-Vice-Chancellor, Indigenous

Professor Megan Davis  
BA, LLB UQ, LLM, GDLP, PhD  
ANU

#### Pro-Vice-Chancellor, International

Mr Laurie Pearcey  
BInSt (Distinction) UNSW

#### Vice-President, Philanthropy

Mr Jon Paparsenos  
BA New Jersey

### DEANS

#### Art & Design

Professor Ross Harley  
BA (Hons) Griffith, MA DCA UTS

#### Arts & Social Sciences

Professor Susan Dodds  
BA Toronto, PhD La Trobe

#### Built Environment

Professor Helen Lochhead  
BScArch (Hons) BArch(Hons)  
Syd, MS(Arch+UD) Columbia  
DipHorticulture

#### Business School

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

#### Engineering

Professor Mark Hoffman  
BMechEng (Hons) PhD Syd, MBT  
UNSW

#### Law

Scientia Professor George  
Williams AO

BEc LLB (Hons) Macq, LLM  
UNSW, PhD ANU

#### Medicine

Professor Rodney Phillips  
FMedSci MA Oxon MD Melb  
FRCP FRACP

Professor Peter Gunning (Acting  
Dean: 21 April – 9 July 2017)  
PhD Monash

Professor Anthony Kelleher  
(Acting Dean: 10 July – 31  
December 2017)  
MBBS, PhD UNSW, FRACP,  
FRCPA

#### Science

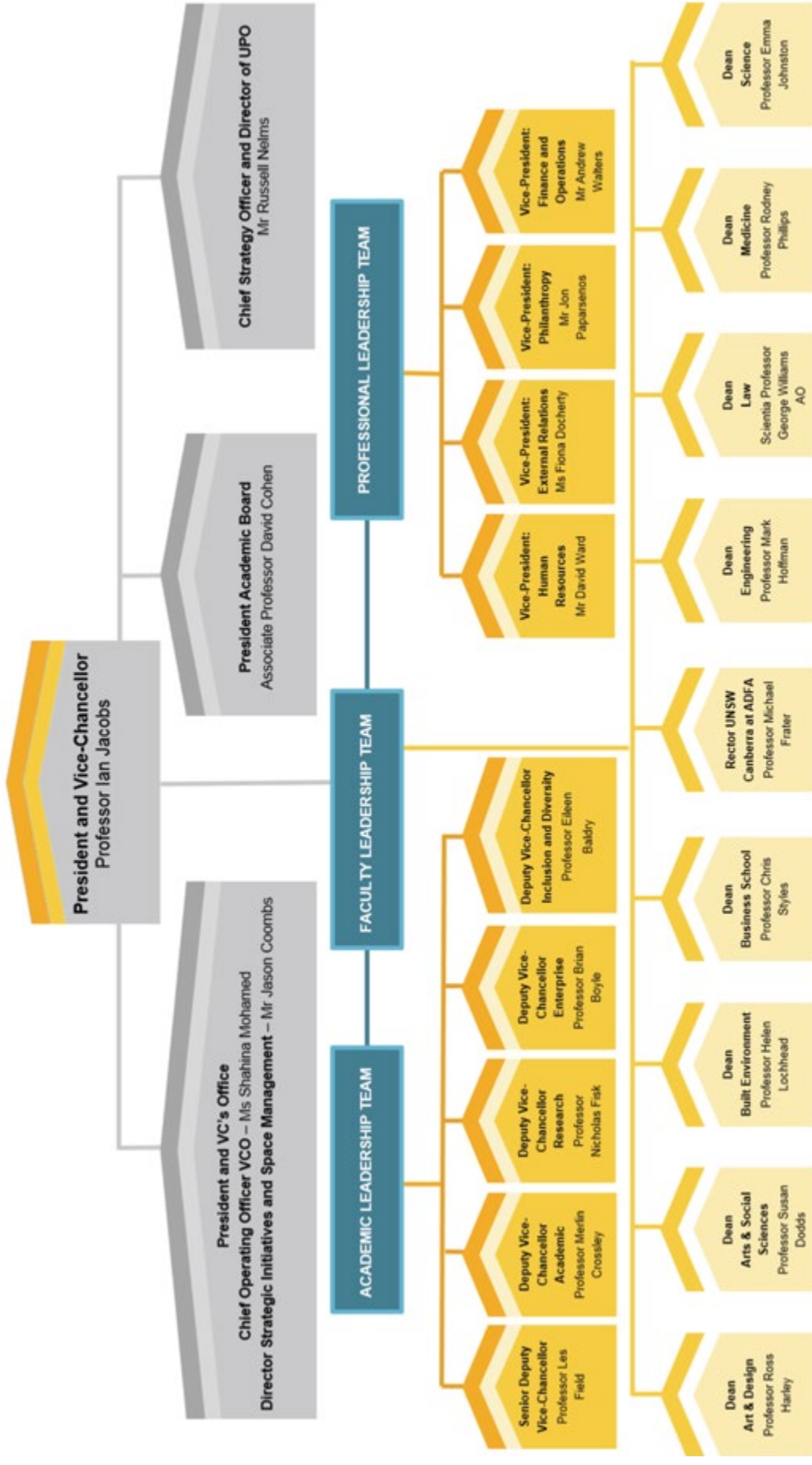
Professor Emma Johnston  
FRSN, BSc (Hons), PhD  
Melbourne

#### UNSW Canberra

Professor Michael Frater (Rector)  
BSc BE Syd, MHED UNSW, PhD  
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# UNSW Executive Team

Organisational Chart (as at December 2017)





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