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.

**UNSW Annual Report 2015 – Volume 1**

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03 Message from the Chancellor
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The University’s 2015 Financial & Statutory reports are in Volume 2.

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.

A notable announcement was the federal government's pledge to increase funding for research, doubling investment to $3.2 billion in 2015-16. In 2015, UNSW alone contributed $6.7 billion to the Australian economy, more than any other university.

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.

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 Hau from UNSW Canberra and Harj Narulla from UNSW Law were named 2016 Rhodes scholars – Harj 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 continued 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 by forging 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 $87 million redevelopment, including the new Ainsworth and Building, named after philanthropist and businessman Len Ainsworth, is now home to more than 1000 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
1,695 full-time equivalent
FEMALE 1,110
MALE 1,754
ACADEMIC STAFF
FEMALE 2,152
MALE 1,212
PROFESSIONAL STAFF

2015 Financial Summary

<table>
<thead>
<tr>
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<th>CONSOLIDATED</th>
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<tbody>
<tr>
<td></td>
<td>2015</td>
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<tr>
<td></td>
<td>(restated)</td>
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<tr>
<td>Total revenue and income</td>
<td>1,761,317</td>
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<tr>
<td>Employee costs</td>
<td>(964,009)</td>
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<tr>
<td>Other expenses</td>
<td>(719,804)</td>
</tr>
<tr>
<td>Accounting result</td>
<td>77,504</td>
</tr>
</tbody>
</table>

Restricted for specific purposes:
- Philanthropic funds: (17,668) (16,670)
- Capital grants: (6,720) (20,776)
- Specific purpose grants: (24,382) (11,576)

Non-core operating:
- Investment funds: (30,509) (52,017)
- Extraordinary items: - (18,309)

Operating surplus/(loss): (1,775) 10,702

1 Recognition of the Commonwealth and NSW Governments' agreement to fund the State Authorities Non-contributory Superannuation Scheme (SANCS) liabilities.
2 The operating loss in 2015 includes a one-off accounting adjustment of $13m relating to systems valuation. Without this adjustment, the Operating result would be an $11m surplus.

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

Top 10 Countries of Origin for International Students:
- China (excluding Hong Kong)
- United States of America
- Hong Kong
- Malaysia
- Indonesia
- Singapore
- India
- Vietnam
- Brazil
- Republic of Korea

# Full-Degree and Non-Award

Students by Level of Program
- Bachelor and Diploma
- Masters Coursework
- Doctoral
- Grad Dip and Grad Certificate
- Enabling and Non-Award
- Masters Research
- Postgraduate Qualifying

Aerial view of the UNSW Kensington campus. Photo: Ethan Rohloff
UNSW is ranked

46th

in the 2015 QS World University Rankings.

18 Subjects in World’s Top 50

12 Accounting and finance
14 Civil and structural engineering
15 Psychology
15 Law
19 Business and management studies
22 Architecture
25 Art and design
26 Materials sciences
28 Chemical engineering
35 Computer science
37 Mechanical, aeronautical & manufacturing engineering
38 Electrical and electronic engineering
40 Environmental sciences
41 Education
43 Medicine
45 Economics & econometrics
46 English language and literature
49 Communication and media studies

Research Excellence

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

Leader in Education

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.

Best MBA

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.

FACULTIES

ART & DESIGN
ARTS & SOCIAL SCIENCES
BUILT ENVIRONMENT
BUSINESS
ENGINEERING
LAW
MEDICINE
SCIENCE

UNSW CANBERRA

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.

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

(Spear’s WealthInsight 2014)

Biggest student start-up program in Australia

(562 programs supported since 2014)

Top performing easy access IP organisation worldwide

(UK 2015 report)

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

(Leading Company 2012)

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

(Spear’s WealthInsight 2014)

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

(CrunchBase 2013)

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

(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 STEMM
Scientific-artator and ARC Laureate Fellow Veena Sahajwalla launches UNSW’s Science 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 Judith Neilson to help transform the lives of some of the world’s most vulnerable people.

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

Spotlight on research stars
UNSW and ABC Radio National team up to present the Top 25 under 40 – an exciting initiative that will give a 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.

G-fly genome mapped
Scientists achieve a world first by sequencing the complete genome of Australia’s worst agricultural pest, the Queensland fruit fly.

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

Forgotten Australians
A UNSW study investigating the impact of 500,000 ‘Forgotten Australians’ who were removed from their homes 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

Decoding Aboriginal legends
UNSW’s Indigenous Astronomy Group finds evidence linking Aboriginal legends of meteorite strikes to 50,000-year-old impact craters. Their findings suggest Indigenous stories hold clues to Australia’s ancient natural history.

Woman of the year
UNSW pancreatic cancer researcher Professor Minyi Amita is named the 2015 NSW Woman of the Year for her contributions to medical research, tertiary education and the Indian community.

Risky Business
Malcolm Turnbull joins Vice-Chancellor Professor Ian Jacobs for a public event at UNSW about how to best manage risk in life, politics, business, climate change and safety.

Top three in Australia
The Nature Publishing Index, which ranks institutions based on high-impact scientific research publications, places UNSW in the top three in Australia.

April

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

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

UN appointment
Human rights lawyer Professor Megan Davis is elected Chair of the United Nations’ permanent forum on Indigenous issues.

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 Athanas are named Woman of the Year and Men of the Year. They are both UNSW engineering graduates.

May

Contact lens innovation
The world’s first Extended Depth of Focus contact lens, invented at the Brian 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 Australian Global Ingenuity Challenge for their innovative design to reduce urban traffic congestion.

Australit turns 20
Australia’s largest agricultural company celebrates its 20th anniversary. Co-founded by law professor Graham Greeno, Australit now boasts 670 databases and receives 600,000 hits daily.

June

Sydney Film Festival
UNSW Arts & Social Sciences becomes a major partner of the Sydney Film Festival.

Top employers seek UNSW grads
Graduates from UNSW are the most sought after by Australia’s top 30 employers, according to a report by the professional networking site LinkedIn.

July

Engineering powerhouse
UNSW makes 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 NSW $32 million in government and industry funding from the NSW Government’s Research and Innovation Council’s Linkage Projects scheme.

Turnbull opens engineering precinct
Malcolm Turnbull joins businesswoman and philanthropist Len Ainsworth to open the new $67 million Mechanical and Manufacturing Engineering precinct at UNSW.

Robot champs
Engineering students win their third successive Boccebouz world 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 renewable sources within 15 years.

50% of Australia’s electricity from renewable sources
Opposition leader Bill Shorten chairman of the Royal Commission into Indigenous issues.

Spotlight on research stars
UNSW and ABC Radio National team up to present the Top 25 under 40 – an exciting initiative that will give a voice to the next generation of Australia’s leading researchers.

October

Women of influence
Women of Influence awards winners Jane McAdam and Veena Sahajwalla win their respective categories in the prestigious 2015 Women of Influence awards, sponsored by Fairfax Media.

PM’s Science Prize winner
For his innovative work using light to create new materials, UNSW physicist Dr Cyrille Boyer wins the 2015 Malcolm McIntosh Prize for Early Career Scientists of the Year. The honour, which carries a $50,000 reward, is one of the Premier’s Science Prizes.

Tall Poppies
UNSW physicist Diane McCamey is named the NSW Young Tall Poppy of the Year. He is one of four UNSW researchers recognised at the annual Tall Poppy Awards.

November

Climate for change
An innovative approach to teaching and learning at UNSW is one of four UNSW projects to win the 2015 Australian Awards for University Teaching, for their innovative approach to teaching and commitment to improving learning outcomes.

Social Policy Conference
UNSW hosts the Australian Social Policy Conference, bringing together 300 of the world’s top researchers and policy makers.

December

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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.

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.”

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.

UNSW Law graduate Lieutenant James Haw will study anthropology at Oxford University. He joined UNSW Canberra graduate Lieutenant James Haw as a UNSW Rhodes Scholar for 2016.
UNSW Council

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, Licentiate RAM, London, GradDip TESOL South Australia, MAICD

Ministerial appointment
Mr Brian Long FCA

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

Elected members

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

Ms Emma Lovell
BE (Hons) Chemical Engineering UNSW

Mr Aaron Magner
BEc Macquarie, MEM LLM UNSW

Sciencia Professor John Piggott
BA Sydney, MSC PhD London, FASSA

Members appointed by Council

Dr Jennifer Alexander
MB BS MCom MHP UNSW, FRACMA FAFPHM 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

Former members

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

Governance

Strong and effective governance and management have set clear strategic goals for the University, underpinning our success and positioning us into the future.

UNSW Foundation Limited

Board of Directors

Mr David Gonski AC (Chairman)
Mr Richard Alcock
Mr Robert Cameron AO
Mr Mark Donnay
Dr Robert Every AO
Dr Holly Forsyth
Dr Daniel Gauchat
Mr Nicholas Gray (from December 2015)
Dr Catherine Harris AO PSM
Mr 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 Pozdevin OAM
Professor Laura Poole-Warren (from February 2015)
Mr Julian Reynolds
Ms Jillian Segal AM
Dr Emerly Savarin (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

Academic Board

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.
**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 Les Field
  AM BSc PhD DSc Syd, FAA FRACI

- **Deputy Vice-Chancellor (Research) and Vice-President**
  Professor Lennox Francis
  BSc PhD Natl Tech Inst, MEd, PhD UWA

- **Pro-Vice-Chancellor (Students)**
  Professor RichardVan Den Bergh
  BSc Honours ANU, MEd, PhD UWA

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

- **University Executive Team**
  The key advisory body for the Vice-Chancellor meets biannually 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, MWP PhD UNSW
  - **Built Environment**
    Professor Alec Tzannes
    BSc (Arch) BArch Syd, MSc Columbia, Hon. AIA Hon. MRAIC Hon. FAIA
    LFRAIA FAIB
  - **Business School**
    Professor Chris Styles
    BCom (Hons) UWA, PhD London School of Business
  - **Engineering**
    Professor Mark Hofmann
    BMechEng (Hons) PhD Syd, MBT UNSW
  - **Law**
    Professor David Dixon
    BA Com, B Phil, PhD Wales
  - **Medicine**
    Professor Rodney Phillips
    FMedSci MA Oxon, MD Melb, FRCP FRCAP
  - **UNSW Canberra**
    Professor Michael Tait (Interim Rector)
    BSc BE, BMed Ed UNSW, PhD ANU, MIEEE FIEAust

- **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 Acting 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 Loxhead, Deputy NSW Government Architect and an Adjunct Professor at the University of Sydney, was appointed Dean of the Faculty of the 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 Paparsenos was appointed to the new role of Vice-President, Philosophy, commencing in February 2016. Mr Paparsenos 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 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.

UNSW Matraville Education Partnership

UNSW has joined forces with Matraville Sports High School in a unique partnership that creates Australia’s first university presence in 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.

Photo: Gary Ramage/Newspix

Pictured: (centre L-R) Matraville Sports High School Principal Nerida Walker, UNSW’s Head of School of Education Professor Chris Davison and Program coordinator, UNSW’s Katherine Thompson, with Matraville High School students.

Photo: Michael Anderson / Paramount Studios
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 recognised in December with funding pledges totalling $46 million. The federal government committed $26 million, while corporate partners Commonwealth Bank and Telstra each commit $10 million to UNSW's quantum computing research.

UNSW was ranked fourth in the 2015 QS World University 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.

UNSW ranked fourth in the Gold 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 $513m for 32 projects across all schemes. The Gold and UNSW have continued to perform well despite a 20% decrease in the total ARC funding allocated for 2016, resulting in fewer grants across the board.

UNSW received $10.3 million in ARC Linkage Project grants for 32 projects, the most grants of any Australian university. With money from industry partners, UNSW's total funding rises to $32.4 million, the highest in the country.

Our total HERDC research income for 2014 decreased by $2m (less than 1%) over the previous year – from $347m to $345m.

Our total Category 1 research income (Australian Competitive Research Grants) increased by 3% from $154m to $159m, the fourth largest increase across the Go8. Our Category 2 research income (other public sector research income) was $90m in 2014, down from $110m the previous year.

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 Gold average. High-quality domestic scholarship applications increased by 18% in 2015, and international applications increased by 8%.

UNSW continued to climb international rankings: it moved up two places to 46th 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 $26 million, while corporate partners Commonwealth Bank and Telstra each have pledged $10 million.

In 2015, UNSW began discussions on becoming a founding member of the PLuS Alliance with Arizona State University and King’s College London. Combining the cutting-edge research capabilities and innovative education approach of three universities in different parts of the world, the PLuS Alliance will undertake cross-border research collaborations to address significant issues related to health, social justice, sustainability and innovation.

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.

Global alliances and focused partnerships

In 2015, UNSW began discussions on becoming a founding member of the PLuS Alliance with Arizona State University and King’s College London. Combining the cutting-edge research capabilities and innovative education approach of three universities in different parts of the world, the PLuS Alliance will undertake cross-border research collaborations to address significant issues related to health, social justice, sustainability and innovation.

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.

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.

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.

In 2015, 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 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

Award-winning teaching

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Major prizes awarded in 2015 include:

**Prime Minister’s Science Prizes**
- Malcolm McIntosh Prize for Physical Scientist of the Year: Prof Chris’s... (Further details about the prizes and their awardees are not provided in this extract.)

**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 FASSA FAA, School of Chemistry and Physics
- Dorothy Hill Award: Dr Andrea Taschetto, Climate Change Research Centre
- Royal Society of NSW: James Cook Medal: Scientia Prof Martin Green AM, Australian Centre for Advanced Photovoltaics
- Premiers’ Prizes for Science & Engineering: Professor of Chemistry
- Leadership in Innovation: Prof Jennifer Arrows
- Excellence in Engineering & ICT: Prof Jennifer Arrows
- Excellence in Mathematics, Earth Sciences, Chemistry and Physics: Prof Jennifer Arrows
- Excellence in Medical Biological Sciences: Prof Jennifer Arrows
- Engineers Australia Top 100 Most Influential Engineers: Prof Jennifer Arrows
- Australian Academy of Science Awards: Christopher Heyde Medal, Jaeger Medal, Dorothy Hill Award, Royal Society of NSW, James Cook Medal, Premiers’ Prizes for Science & Engineering, Leadership in Innovation, Excellence in Engineering & ICT, Excellence in Mathematics, Earth Sciences, Chemistry and Physics, Excellence in Medical Biological Sciences, Engineers Australia Top 100 Most Influential Engineers, Australian Academy of Science Awards.

**Research & Teaching Awards**

**Australian Academy of Science:**
- Christopher Heyde Medal
- Jaeger Medal
- Dorothy Hill Award
- Royal Society of NSW
- James Cook Medal
- Premiers’ Prizes for Science & Engineering
- Leadership in Innovation
- Excellence in Engineering & ICT
- Excellence in Mathematics, Earth Sciences, Chemistry and Physics
- Excellence in Medical Biological Sciences
- Engineers Australia Top 100 Most Influential Engineers
- Australian Academy of Science Awards

**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 Keshav, School of Materials Science and Engineering
- Dr Leila Moris, School of Education

**Contributions to Student Learning**
- Dr Thomas Britz, School of Mathematics and Statistics
- Mr Julian Ethel, School of Management
- Dr Thomas Fath, School of Medical Sciences
- Dr Trevor Lewis, School of Medical Sciences
- Prof Martin Green, Australian Centre for Advanced Photovoltaics

**Fellowship of the Academy of Technological Sciences & Engineering (ATSE)**
- Prof Val Pinczowski, School of Petroleum Engineering
- Scientia Prof Veena Sahajwalla, School of Materials Science and Engineering
- ARC Australian Laureate Fellow
- 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 Michelle Simmons, Director of the ARC Centre of Excellence for Quantum Computation and Communication Technology
- Scientia Prof Mark Bradford FTSE, School of Advanced Engineering
- Prof Richard Stuetz, School of Nanomedicine
- 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 Quinlan, 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
- Scientia Prof Jane McAdam, Law School
- Scientia Prof Veena Sahajwalla, Materials Science and Engineering
- Westpac 100 Women of Influence Awards
- Scientia Prof Jane McAdam, Law School
- Scientia Prof Veena Sahajwalla, Materials Science and Engineering
- L’Oréal-UNESCO for Women in Science Fellowship
- Dr Muna Naqim, Ireland
- Fellowship of the Academy of Health & Medical Sciences (AAHMS)
- Scientia Prof Helen Christensen, Black Dog Institute
- Scientia Prof David Cooper, Kirby Institute
- Prof John Eisman, Garvan Institute of Medical Research
- Prof Robert Graham, Victor Chang Cardiac Research Institute
- Prof Michele Haber, Children’s Cancer Institute
- Prof Glenda Halliday, NeurA
- Prof Stephen Lord, NeurA
- Prof John Mattick, Garvan Institute of Medical Research
- Prof John Myburgh, St George Clinical School
- Prof Peter Schofield, NeurA
- Prof Maree Teesson, NHMRC Centre of Research Excellence in Mental Health and Substance Use / National Drug and Alcohol Research Centre
- Scientia Prof Henry Brodaty, School of Psychiatry
- Scientia Prof Katharina Gaus, School of Medical Sciences
- Prof Andrew Grulich, Kirby Institute
- Scientia Prof Mark Harris, Centre for Primary Health Care and Equity
- Scientia Prof John Kaldor, Kirby Institute
- Prof Anthony Kelleher, Kirby Institute
- Prof Matthew Kiernan, Prince of Wales Clinical School
- Scientia Prof Perminder Sachdev, School of Psychiatry
- Prof Eddie Vandenberg, Victor Chang Cardiac Research Institute
- 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 the 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 Quinlan, 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 McCauley, 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 Aspi, Medicine
- NSW Green Globe Awards
- ‘Natural Environment Sustainability’ category
- Water Research Laboratory (with Greater Taree City Council)
- Australian Academy of Science Awards
- National Office of Learning and Teaching
- Teaching Excellence Award
- Mr Simon McIntyre, UNSW Art & Design
- Office of Learning and Teaching Citation Recipients
- Dr Martin Biemel, UNSW Business
- Dr Natalie Buckmaster, UNSW Business
- Professor Alex Stel, UNSW Law
- Mr Dean Ulan, UNSW Built Environment
- Vice-Chancellor’s Awards for Teaching Excellence
- General Category
- Dr Elizabeth Angstmann, School of Physics
- Dr Therese Cumming, School of Education
- Dr Rebecca LeBard, School of Biotechnology and Biomolecular Sciences
- A/Prof Marnie Mora, School of the Arts and Media
- Dr Nalin Pathar, School of Medical Sciences
- A/Prof Patric Poli, School of Medical Sciences
We will take steps to achieve equity for students and staff. We will work closely with industry to ensure our research outcomes rapidly benefit society. We will lead debates on the grand challenges that face Australia and humankind.

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 and careers in science and technology. Led by Scientia Professor Veena Sahajwalla, it will provide internships, scholarships and mentoring to girls so they can succeed in an innovation-driven future. It is supported by UNSW, Professor Sahajwalla’s ARC Geogina Sweet Laureate Fellowship and industry partners.
- Nura Gili provides pathways programs to university on a high school campus.

Community engagement
- 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.
- The ASPIRE and uQUNSW programs continue to play a key role in working with school students from disadvantaged backgrounds in Sydney and rural NSW to assist them in accessing a university education. Key initiatives in 2015 saw staff and student ambassadors travel to Dubbo to work with more than 180 year nine students.

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 addressed as the first Grand Challenge to be addressed following widespread recognition of the need to address climate change.
- 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 reconcile 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 live from Cambridge via hologram. The University awarded Hawking, and his daughter Lucy, a renowned author, 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 myraid human rights challenges posed by the conflict in Syria.
- Also in May, fertility specialist William Ledger and social researcher Mark McCrindle 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.

Spotlight
- UNSW centre stage for the Sydney Writers’ Festival and Film Festival

Voices
- UNSW launches Top 5 Under 40 with ABC RN to uncover a new generation of STEM communicators

Honours
- Stephen and Lucy Hawking awarded the 2015 UNSW Medal for Science Communication

Partnerships
- UNSW teams up with Fairfax Media to host Climate Change Forum ahead of Paris talks

415,000+
- Likes on UNSW’s Facebook page – most popular of all Australian universities

Ingenuity
- UNSW Innovations ranked best in the world in Easy Access IP deals

Equity
- New UNSW’s new artistic Chair, Paul Stanhope, launches program

Arts
- Australia Ensemble’s new artistic Chair, Paul Stanhope, launches program

Knowledge exchange and innovation
- Major partnerships with the Sydney Writers’ Festival, the Sydney Film Festival, VIVID Sydney and the Walley Foundation put UNSW centre stage in 2015. Arts & Social Sciences celebrated its first year as the 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.

- 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.
New Colombo Plan 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, Yanoslava Vasina, Hoi Ching, Jacqueline Shiu, and Dhimas Satyolo 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-Ornali 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 (GSM).

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 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.

Focus on collaboration

- Nobel Peace Prize winner Muhammad Yunus visited UNSW to launch Australia’s first Yunus Social Business Health Hub, which aims to improve health outcomes in marginalised communities.

- A team from UNSW’s Gendered Violence Research Network, the PNG Pacific Adventist University and government agencies and service providers created PNG’s first culturally appropriate and gender-sensitive workplace policy to address family and sexual violence.

- UNSW Law’s Dr Melissa Crouch brought together scholars from Australia and overseas in a conference in November to discuss what the recent Myanmar democratic elections mean for business, foreign investment and legal system.

- International experts from UNSW, the Australian Army, NSW Police and international bacteriologist and disaster authorities gathered at UNSW in December for an Australia-first university-based bacteriology course, led by the School of Public Health & Community Medicine.

- As West Africa’s Ebola outbreak continued to claim lives in 2015, two UNSW public health Masters students Walton Beckley and Mohammed Alpha Jったら found a way to provide much needed practical support from Australia, delivering training sessions for health workers heading to the crisis.

- UNSW announced a new water research program mid-year that aims to provide clean drinking water to regional India through low-cost water purification solutions. The Tata-UNSW Water Initiative is made possible thanks to funding from the Tata Trust of India.

Global Impact

We will expand our global educational reach using innovative technologies and delivery models. We will develop high-profile and strategic research and education partnerships with international universities. We will expand our efforts to improve the lives of marginalised and disadvantaged communities in Australia, the Asia-Pacific and globally.
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.

Alumni

• 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’s 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.

2015 highlights include:

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 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 Basser College. John was the first President of Basser, 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 PCV 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.
• In 2015, 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.

Retail

• Food and beverage outlets in the Mathews Arcade food court and Pavilions underwent refurbishments with several 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.