

# UTS Annual Report

Review of operations



# 20 19

## Overview

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The Hon. Dr Geoff Lee, MP  
52 Martin Place  
Sydney NSW 2000


Dear Minister

The University of Technology Sydney is pleased to present the UTS Annual Report 2019.

Volume one outlines our activities and achievements for the year under our new strategy, UTS 2027. It also includes our statutory reporting. Volume two contains our financial statements as endorsed by the UTS Council.

The report has been prepared in accordance with the Annual Reports (Statutory Bodies) Act 1984 (NSW).

Yours faithfully,

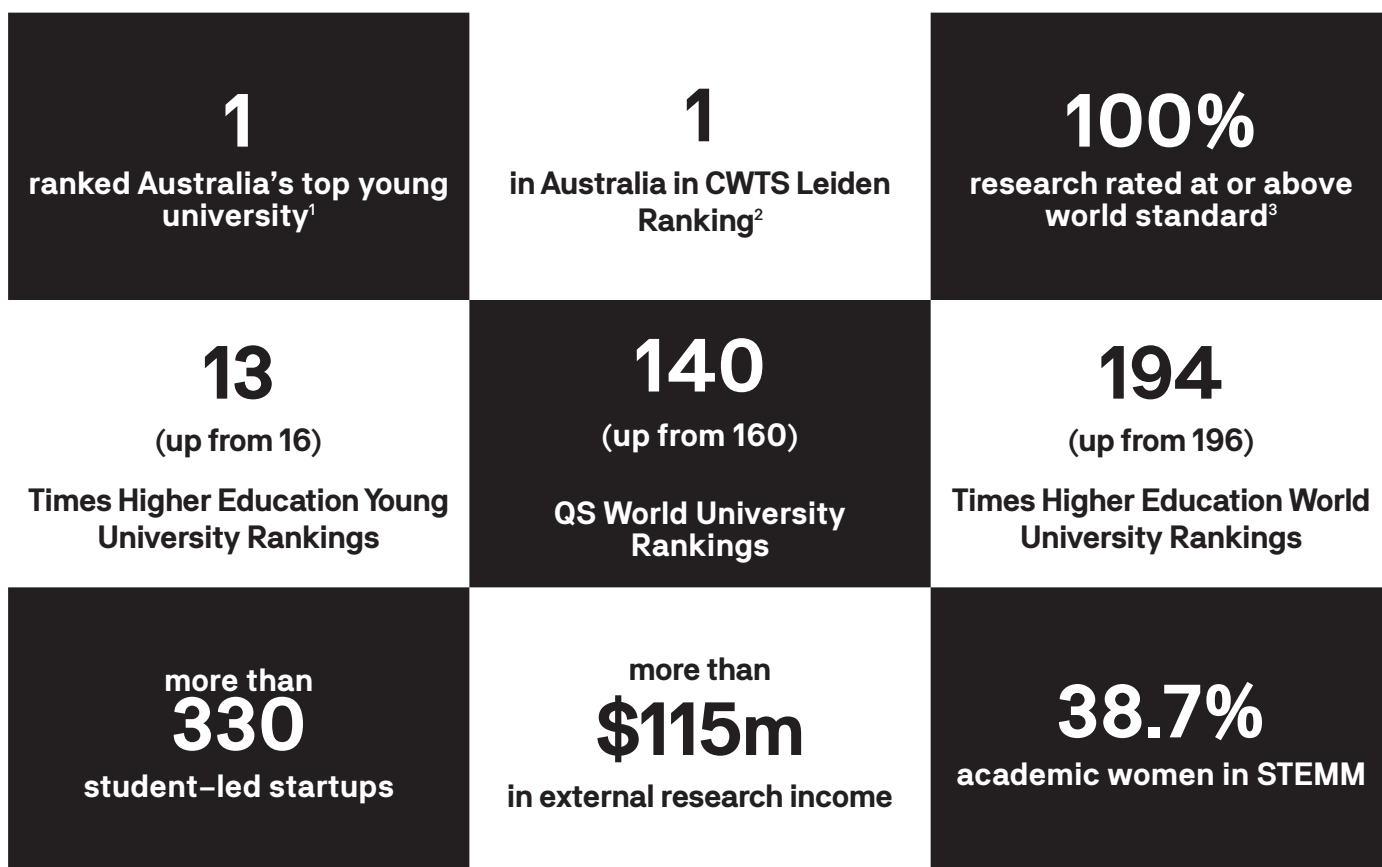


Catherine Livingstone, AO  
Chancellor



Professor Attila Brungs  
Vice-Chancellor

## At a glance

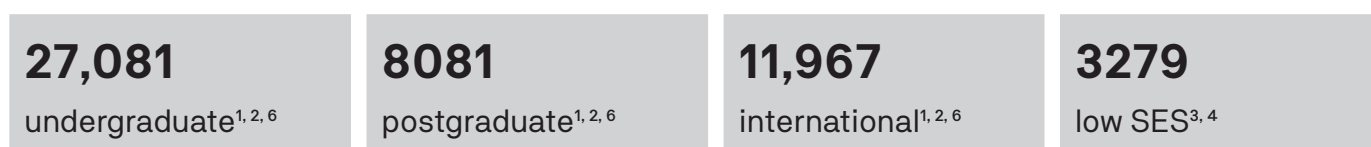


1. Times Higher Education Young University Rankings and QS Top 50 Under 50.

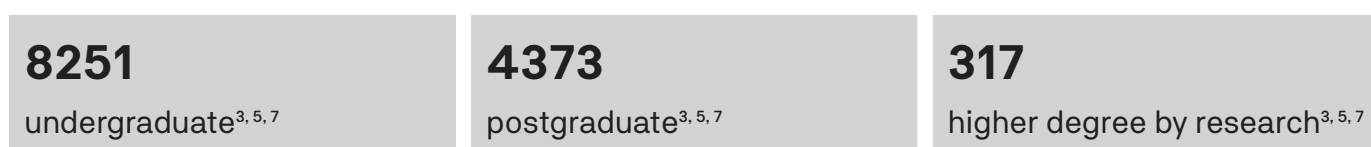
2. UTS ranked first in Australia for the proportion of our research appearing in leading science journals.

3. Australian Research Council's State of Australian University Research 2018–19 Excellence in Research for Australia national report rated 100 per cent of UTS research at or above world standard at the broad subject level.

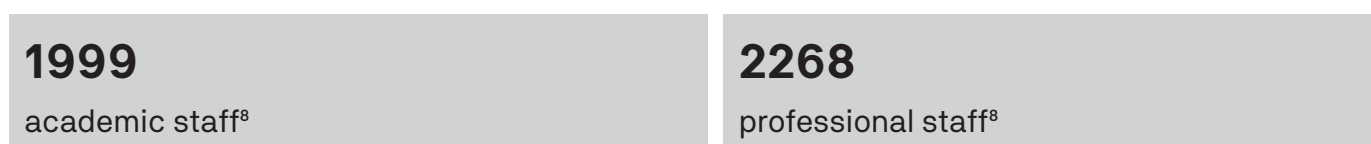
## Student enrolments



## Course completions



## Staff



1. Equivalent full-time student load.

2. Excludes non-award students.

3. Headcount.

4. 2011 census definition.

5. Excludes non-award and cross institution.

6. Source: Department of Education and Training student files. Figures are final.

7. Source: Department of Education and Training course completions file. Figures are preliminary.

8. Full-time equivalent, includes casual staff.

## Year in review



Chancellor Catherine Livingstone, AO



Vice-Chancellor Professor Attila Brungs

We are a year into our new strategy. We are progressing our vision to be a leading public university recognised for its global impact.

Our new strategy — UTS 2027 — has set our direction since its finalisation in 2018. In this time, we are likely to see considerable change and disruption to higher education and the future workforce in Australia and worldwide. This is why we have chosen to deliver our strategy three years at a time so we can respond to these challenges and the opportunities they provide.

UTS 2027 embraces the concept of a lifetime of learning. We must view the whole workforce, and beyond, as our prospective learner community. With a fast-changing world we need to be prepared to continue to learn.

To help us achieve our vision, and move towards this lifetime of learning, we are going to focus on our strengths: personalising learning experiences; working in partnership; leading innovation, entrepreneurship and engagement; delivering excellent research with impact; and building a sustainable future.

What will remain a constant as we work towards achieving our vision is our role as a public university that supports society through our teaching, research, engagement and social justice commitments.

Our physical location is a strategic benefit to us. We are in the centre of a dynamic and creative precinct that allows us to prepare our graduates to succeed in the workplaces of the future, while forming enduring partnerships with industry.

We are a key stakeholder and contributor to the New South Wales Government-led Sydney Innovation and Technology Precinct. The precinct, from Central station to Eveleigh, will be home to startups, technology companies, universities and the community. The precinct will create new ideas, products, services and jobs. It will be a leader in innovation and entrepreneurship and we are well placed to contribute to realising its potential.

We have witnessed impressive growth in student entrepreneurship through our UTS Startups program. Approximately 300 student-founded startups were created in the first year alone.

UTS Startups is now a 780-strong community of students, graduates and their colleagues. Our student-led startups are in the fields of health, finance, education, law and space. The depth and diversity of industries our student founders are working across is remarkable. We are on the way to building the largest community of student-launched startups in Australia.

The opening of UTS Central, our striking 17-storey glass-encased building on Broadway, marked the completion of the 10-year UTS Campus Master Plan. Federal Minister for Education, the Hon. Dan Tehan, officially opened the building in August.

Under the master plan, UTS has transformed into a vibrant and engaging hub for learning, research and collaboration. We want to provide the best learning and research spaces and facilities for our students and staff, as well as attract external collaborators and partners.

UTS Central lets us connect with our students, staff and community in a new way. It provides a student hub and faculty space at the heart of our city campus. It is home to the new UTS Library and Reading Room, a range of student study spaces, large collaborative classrooms and a publicly accessible food court. It will also be home for the UTS Faculty of Law, which will relocate from Building 5 in Haymarket.

UTS is committed to excellence in Indigenous higher education and research. At the end of 2018 we announced a plan, subject to raising external funds, to build the first Indigenous residential college in Australia.

The \$100 million college will provide world-class accommodation, facilities and services for Aboriginal and Torres Strait Islander students. Fundraising to enable us to progress with our plan is proceeding well. The New South Wales Government has pledged \$10 million and the federal government \$20 million.

We were delighted to hear that Professor Michael McDaniel, UTS's Pro-Vice-Chancellor (Indigenous Leadership and Engagement), was announced the 2019 NAIDOC Scholar of the Year. Michael was awarded for his distinguished career in Indigenous higher education and for being an inspirational role model for Aboriginal and Torres Strait Islander peoples and the broader Australian population.

We were honoured to welcome Aunty Glendra Stubbs, a proud Wiradjuri woman, as UTS's Elder-in-Residence. We would like to extend a special thanks to our inaugural Elder-in-Residence Aunty Joan Tranter on her retirement. Aunty Joan made a wonderful contribution to UTS over many years.

At UTS we like to put our words into practice. Our commitment to social justice is core to who we are as a university. This year we introduced a social justice leave policy. From next year, our staff will be able to access five days of volunteering leave a year.

We are making good progress towards meeting our STEM (science, technology, engineering, mathematics and medicine) target of 40 per cent by 2022. At the time of last year's report we were at 36 per cent. We are now at 38.7 per cent. This has been achieved through the hard work of our staff in putting together a range of initiatives and pilots, such as the group coaching scheme to build a cross-STEM network to support promotion.

2019 resulted in significant achievements for UTS research. The Australian Research Council's State of Australian University Research 2018-19 ERA national report evaluated the quality of Australian university research compared to world standards.

One hundred per cent of UTS research was rated at or above world standard at the broad subject level.

We also performed particularly well in the federal government's Engagement and Impact Assessment 2018-2019 national report. The report, a national first, accompanies the ERA and assesses how universities are translating their research into economic, environmental, social, cultural and other benefits to society.

Almost 80 per cent of assessed UTS research was rated as having a 'high' impact on the community. This places UTS first in Australia and well above the national sector average of 43 per cent. This is a truly outstanding result.

We were honoured this year by the truly transformational gift that will be bequeathed by former Chancellor Emeritus Professor Vicki Sara, AO and her partner Dr Jacqueline Martin to UTS. Their gift will fund PhD and postdoctoral scholarships in any discipline in perpetuity. The scholarships will ensure financial circumstances don't prevent creative talented individuals from contributing positively to society through research.

Our Deputy Vice-Chancellor (Corporate Services), Anne Dwyer, retired in September this year. Anne joined UTS in 1999 as director of the Information Technology Division. She became Deputy Vice-Chancellor in 2007 (after a few years as Vice-President (Organisational Support)). Throughout her time at UTS Anne worked tirelessly in her portfolios of organisational culture, technological capability, profile and brand, and student administration. Christine Burns, our chief information officer, is now acting Deputy Vice-Chancellor (Corporate Services).

Our Council is closely monitoring the implementation of our new strategy. As the university's governing body, it is committed to UTS achieving its vision. We welcomed new member, Dianne Hill, who joined Council in June. And we farewelled Dr Marilyn Sleigh who joined the UTS Council in 2014, but will remain an external member of Council's Commercial Activities Committee.

We have continued our rise in university rankings. We have maintained our position as the number one young university in Australia (Times Higher Education Young University Rankings and QS Top 50 Under 50). And we have seen our place rise in both the Times Higher Education and the QS world university rankings.

Our staff and students have embraced the strategy enthusiastically. It is an ambitious strategy, which we are optimistic of achieving with the support of our wonderful UTS community.

As we enter the second year of our strategy, the university, together with the entire higher education sector in Australia, confronts the extraordinary circumstances related to the COVID-19 pandemic. Given the strength of our community, we are confident that UTS is well placed to respond to the many associated challenges, and will adapt and adjust as required.



Catherine Livingstone, AO  
Chancellor

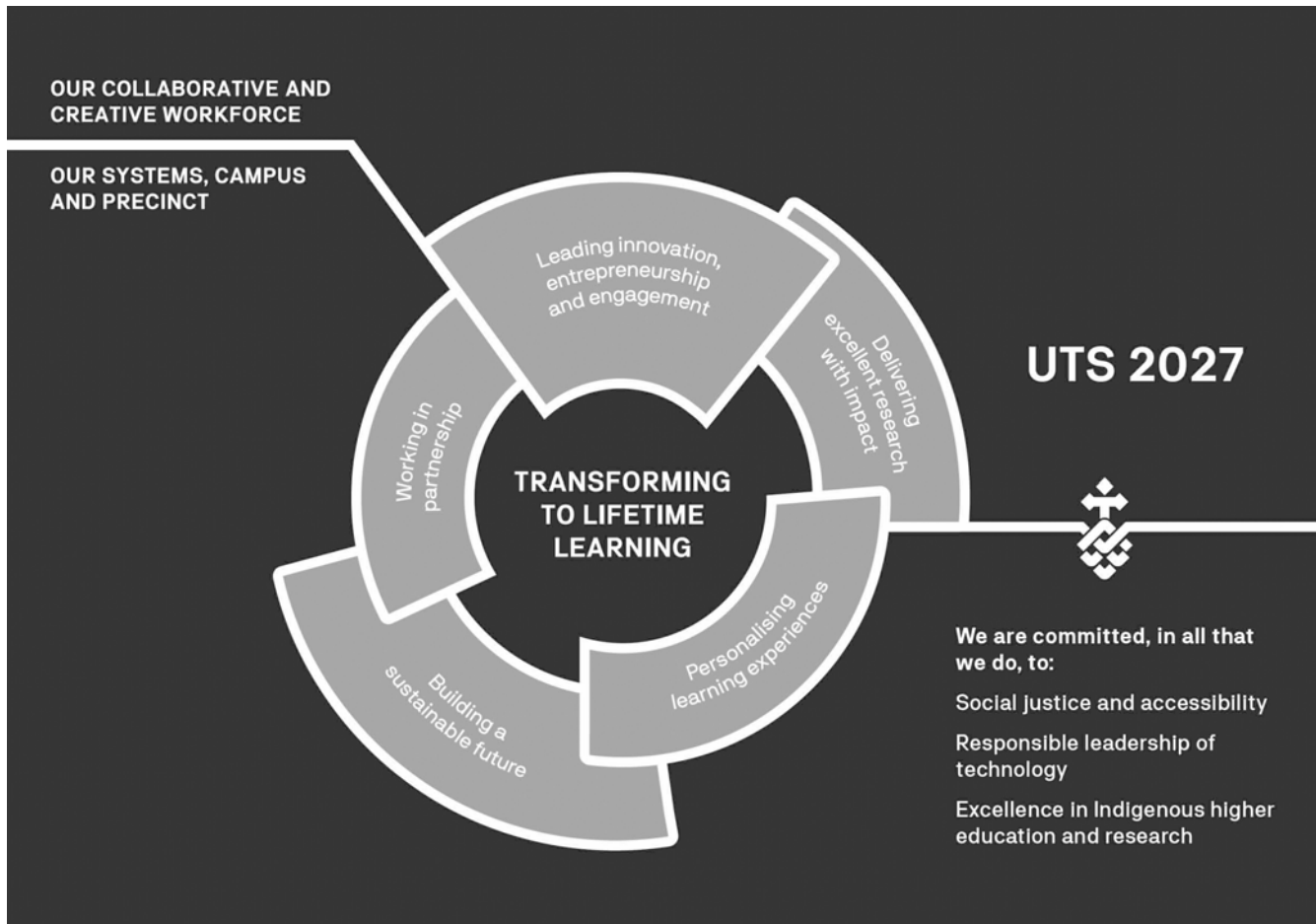


Professor Attila Brungs  
Vice-Chancellor

## UTS 2027

This year was our first year operating under our new UTS 2027 strategy.

UTS 2027 sets our direction for the next nine years. Our vision — where we want to be by 2027 — is a leading public university of technology recognised for our global impact.



Our strategy embraces the concept of a lifetime of learning.

We must view the whole workforce, and beyond, as our prospective learner community. To do this, we will focus on five major elements:

- personalising learning experiences
- working in partnership
- leading innovation, entrepreneurship and engagement
- delivering excellent research with impact
- building a sustainable future.

Underpinning everything that we do will be our commitment to social justice and accessibility, responsible leadership of technology, and excellence in Indigenous higher education and research.

We will deliver the strategy three years at a time, beginning in 2019. At the end of each period we will collectively review our progress and ensure we're on the right track.

By 2027 UTS will be a great global public university of technology.

## Initiatives

To help us achieve our vision of being a leading public university of technology recognised for our global impact, we've identified eight key initiatives to focus on from 2019 to 2021. After this period, we'll set new initiatives.

The initiatives that will shape our progress from 2019 to 2021.

### Learning for a lifetime

We must view the whole workforce, and beyond, as our prospective learner community. We'll drive this transformation by providing learning and professional development opportunities for our students throughout their entire lives.

We'll achieve this transformation by expanding our offerings to focus on a lifetime of learning, and working in partnership with industry and others to co-create them.

### New ways of working

As we create the workforce of the future, our people will be key to our success. The way we work together will be increasingly collaborative, creative and innovative.

We'll enable a positive work environment that promotes wellbeing and empowers our staff to succeed in their careers.

Together, we'll embrace opportunity and create positive social change.

### International profile and student experience

We'll create positive experiences for international students at UTS and identify opportunities for all students to engage in international activities, both in Australia and overseas.

This will attract and build lifelong beneficial connections with high-quality international students and academics, as well as enabling valuable, multidimensional partnerships with a number of key international organisations and universities.

### Personal learning experience

Together, we'll create a global community of adaptive learners and thinkers through personalised experiences that leverage our campus, industry connections, an enriched virtual experience and the leadership of our staff.

### Precinct, community and partnerships

We're working together with our community and precinct, sharing knowledge and making a real difference.

We'll ensure that we have the culture, skills and tools necessary for effective external engagement and collaboration.

### Positive social change

UTS is, and always will be, an inclusive university focused on social justice. We'll measure the social impact of all that we do, ensuring significantly enhanced outcomes for communities.

We'll apply Indigenous knowledges, embedding them into our thinking: making us stronger as a nation.

### Digital partners in learning

Our campus will be seamlessly blended with both our precinct and our distinctive digital presence.

Together, they will deliver enhanced learning and researcher development.

### Connected research

Our research will be exemplified by excellence, impact, engagement with global partners, and innovative collaborations that transcend disciplinary and professional boundaries.

We'll continue our commitment to producing high-quality, globally respected research that makes significant economic, environmental, cultural and social impact.

# History, governance and leadership

## Who we are

UTS is the top-ranked young university in Australia. Our vision under our UTS 2027 strategy is to be a leading public university of technology recognised for our global impact.

We're preparing our students for the future workforce. At UTS, our students gain strong professional identities through creative and innovative learning. We aim to set up our students to be global thinkers and leaders.

We are committed to research of international excellence and of real benefit to society.

We believe in social change to create a more just and equal world. Our student body is diverse. We encourage our students and staff to look at the world from different perspectives.

Our campus is in the heart of Sydney's creative precinct and close to the city centre.

## Our history

The University of Technology Sydney was founded in its current form in 1988, although its antecedent organisations trace back further.

The new university came about through the merging of the New South Wales Institute of Technology with the School of Design of the former Sydney College of the Arts, the Kuring-gai College of Advanced Education and the Institute of Technical and Adult Teacher Education of the Sydney College of Advanced Education.

The University of Technology Sydney Act 1989 (NSW) is our founding instrument. It outlines our objectives and functions as well as constitutional matters such as the membership and role of the UTS Council.

## What we do

UTS offers a variety of degrees in traditional and emerging disciplines. Our students have access to Sydney's thriving startup community.

We offer a range of extracurricular programs. We encourage our students to take internships and entrepreneurial experiences. Students also have the opportunity to study overseas.

Our students gain real-world experience through our connections with industry.

Our research has the potential to make a significant economic, environmental, cultural and social impact.

Our researchers support the application of new technologies and provide solutions to important national and global challenges.

## UTS Council

UTS Council is the governing body of the university. It is constituted in line with the provisions of the University of Technology Sydney Act 1989 (NSW). Council controls and manages the university's affairs. It acts in all matters in a manner that best promotes UTS's objectives and interests.

The UTS Council comprises 20 elected and appointed members. Members have expertise and background relevant to the university's governance needs.

### Council committees

Council's committees are skills-based bodies. Members include Council and non-Council members.

- Audit and Risk Committee
- Commercial Activities Committee
- Finance Committee
- Governance Committee
- Honorary Awards Committee
- Joint Subcommittee Audit and Risk Committee and Finance Committee
- Nominations Committee
- Physical Infrastructure Committee
- Remuneration Committee
- Student/Council Liaison Group.



## UTS Council members

### Chancellor

Catherine Livingstone, AO, BA  
(Accounting) (Hons) (Macq), HonDBus  
(Macq), HonDSc (Murdoch), HonDBus  
(UTS), HonDLitt (Sydney), HonDSc (UOW),  
FCAANZ, FAATSE, FAICD, FAAS

1 December 2016 to 30 November 2020

### Vice-Chancellor and President

Professor Attila Brungs, BSc(Hons)  
(UNSW), DPhil (Oxon), FTSE, FRSN

### Chair of Academic Board

Professor Joanne Gray, RN, RM, BHSc  
(RMIHE), GradCertHEdTeaching&Learning  
(UTS), GradDipWomensStudies (Deakin),  
MNurs (Flin), PhD (UTS)

1 January 2015 to 31 December 2016

1 January 2017 to 31 December 2018

1 January 2019 to 31 December 2020

### Deputy Chancellor

Dr John Laker, AO, BEc(Hons) (Sydney),  
PhD (LSE), HonDSc (Sydney)

1 December 2018 to 30 November 2020

### Members appointed by the Minister

Dr Sue Barrell, BSc(Hons) (UC), PhD  
(ANU), GradDipMeteorology (BMTC),  
FTSE, GAICD

1 November 2018 to 31 October 2022

Tony Tobin, BA LLB (UQ)

12 December 2011 to 31 October 2014

1 November 2014 to 31 October 2018

1 November 2018 to 31 October 2022

Pro-Chancellor (elected by Council):

1 December 2018 to 30 November 2020

### Members appointed by Council

Peter Bennett, BEc, DipEd (Monash),  
MBA (Melb), FCPA, MAICD, SA Fin

1 November 2010 to 31 October 2012

1 November 2012 to 31 October 2016

1 November 2016 to 31 October 2020

Micheline Collopy, JP, BEc (ANU), CA,  
FPS, GAICD

4 October 2011 to 31 October 2012

1 November 2012 to 31 October 2016

1 November 2016 to 31 October 2020

Pro-Chancellor (elected by Council):

1 December 2018 to 31 October 2020

Dianne Hill, BAcc (UniSA), Fellow (UTS),  
FCA, FAICD, MIA

1 July 2019 to 31 October 2022

Dr John Laker, AO, BEc(Hons) (Sydney),  
PhD (LSE), HonDSc (Sydney)

1 July 2015 to 31 October 2018

1 November 2018 to 31 October 2022

Aden Ridgeway, HonLittD (UTS)

1 November 2018 to 31 October 2022

Dr Ron Sandland, AM, BSc(Hons)  
(Sydney), PhD (UNSW), HonDSc (Melb),  
FTSE

1 November 2008 to 31 October 2012

1 November 2012 to 31 October 2016

1 November 2016 to 31 October 2020

Pro-Chancellor (elected by Council):

1 December 2014 to 30 November 2016,

1 December 2016 to 30 November 2018,

1 December 2018 to 31 October 2020

Dr Marilyn Sleigh, BSc(Hons) (Sydney),  
PhD (Macq), FAICD, FTSE

1 November 2014 to 31 October 2018

1 November 2018 to 27 November 2019

### Elected members of academic staff

Professor Larissa Behrendt, Director,  
Research and Academic Programs,  
Jumbunna Institute for Indigenous  
Education and Research

1 November 2018 to 31 October 2020

Associate Professor Sarah Kaine,  
Associate Professor, Management  
Discipline Group, UTS Business School

1 November 2018 to 31 October 2020

### Elected member of professional staff

Alicia Pearce, Program Manager, Athena  
SWAN, Equity and Diversity Unit

1 November 2018 to 31 October 2020

### Elected undergraduate student

Priyanshu Bhardwaj; enrolled Bachelor  
of Business

1 November 2018 to 31 October 2020

### Elected postgraduate student

Aaron Ngan; enrolled Master of Not-for-  
Profit and Social Enterprise Management

1 November 2018 to 31 October 2020

### University Secretary

William Paterson, BA(Hons) (Sydney),  
MEdAdmin (UNSW)

Note: The number of, and attendance at, UTS Council  
meetings is available in the statutory reporting section.

## Senior executive

The university's senior executive  
comprises the Vice-Chancellor,  
the Provost and six Deputy Vice-  
Chancellors.

The senior executive work to achieve  
UTS's vision under UTS 2027.

### Vice-Chancellor and President

Professor Attila Brungs, BSc(Hons)  
(UNSW), DPhil (Oxon), FTSE, FRSN

### Provost and Senior Vice-President

Professor Andrew Parfitt, BE, PhD (Adel),  
SMIEEE, FIEAust

### Deputy Vice-Chancellor and Vice-President (International)

Iain Watt, BSc (ANU)

### Deputy Vice-Chancellor (Innovation and Enterprise)

Professor Glenn Wightwick, BSc  
(Monash), FTSE

### Deputy Vice-Chancellor and Vice-President (Research)

Professor Kate McGrath, BSc(Hons) (UC),  
PhD (ANU), PGDipComFinance (Otago),  
FNZIC

### Deputy Vice-Chancellor and Vice-President (Education and Students)

Professor Shirley Alexander, BSc,  
MAppStats (Macq), GradDipEd (SCAE)

### Deputy Vice-Chancellor and Vice-President (Corporate Services)

Anne Dwyer, BBus (CSU)  
(until September 2019)

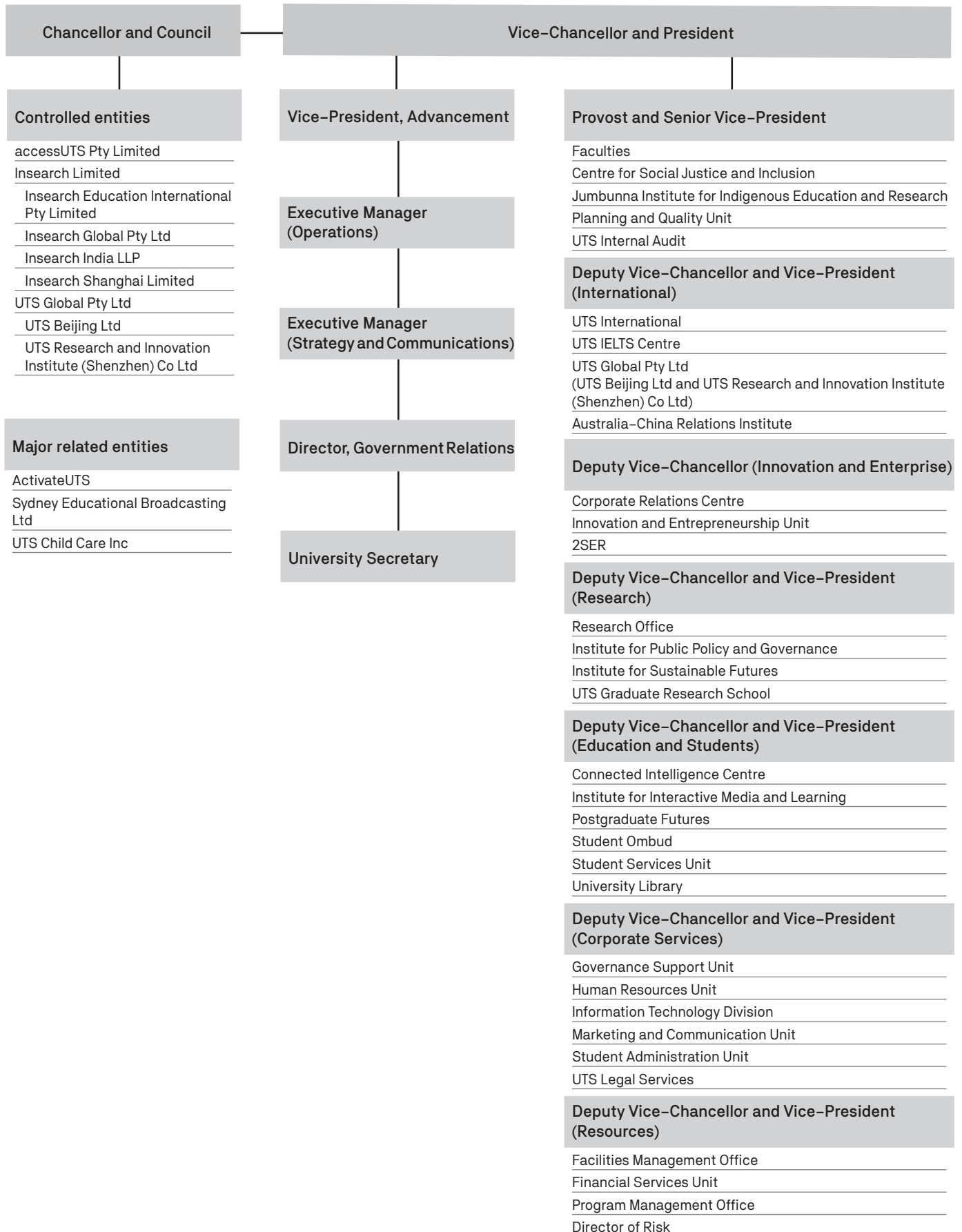
### Deputy Vice-Chancellor and Vice-President (Corporate Services) (Acting)

Chrissie Burns, BA, LLB (Sydney),  
GradCertMgmt (UNE), PhD (UNSW)

### Deputy Vice-Chancellor and Vice-President (Resources)

Patrick Woods, BSc (Guelph), MBA (McM),  
ACPA, FAICD

## UTS organisational structure



# Learning for a lifetime

We must view the whole workforce, and beyond, as our prospective learner community.

We'll drive this transformation by curating and supporting learning and professional development opportunities for our students throughout their entire lives.

Ultimately, we'll offer flexible, real-world and personalised learning experiences that create a global community of adaptive learners and thinkers.

## Seamless learning experience

The LX Transformation (LXT) project was launched in 2018 with the aim of transforming UTS's digital learning and teaching experience. Using Canvas, a cloud-based learning management system, LXT will provide our undergraduate and postgraduate students with one seamless learning experience platform.

LXT looks at courses as a whole and designs the learning experience around this. Students and course teams worked together this year on improving course design. Course teams also met to collaborate on ways to strengthen the connection across subjects. One of the ways we are doing this is by applying a consistent look and feel to teaching materials. This consistency will improve the academic and student experience.

All LXT postgraduate subjects for 2020 are now in Canvas. Scoping of the work on undergraduate courses has begun. Our aim is for all undergraduate and postgraduate teaching to be in Canvas by 2022.

## Postgraduate futures

We continued to work this year on redesigning our postgraduate curriculum to be more modular and agile. We're responding to the needs of postgraduate students by increasing our hybrid study opportunities and providing more courses online.

To date, four degrees have been released: the Master of Advanced Journalism, the Graduate Certificate of Public Sector Innovation, the Master of Data Science and Innovation and the Master of Business Administration in Entrepreneurship (MBAe).

A fifth degree, the Master of Intellectual Property (Law), is wholly online. This is in line with the direction we want to take: to meet the needs of learners and the work of the future by developing and launching new online courses.

The Faculty of Health developed two online only degrees this year. The Master of Advanced Nursing and the Master of Health Services Management will both be offered in the first half of 2020. Two additional degrees are planned for late 2020, with other faculties also developing online degrees to be offered through UTS Online.

This year we focused on developing short courses and microcredentials. These shorter forms of learning respond to this strategic initiative by offering condensed flexible courses that reach out to new markets of students, alumni, learners and corporate clients.

Grants were allocated to faculties to produce new microcredentials. Faculties proposed 17 microcredentials to be launched in early 2020.

To further reach out to a prospective learner community, and encourage a lifetime of learning, our course platform, UTS Open, now offers nearly 100 short courses. These courses are devised by our academics and industry partners, and allow for a personalised learning experience.

To provide even greater flexibility, UTS Open also offers 25 free taster courses, taking only a few hours to complete.

## Flexible degrees

We want to provide our students with more choice and flexibility when choosing their postgraduate degree. We have developed a stackable postgraduate degree framework that allows students to create a personalised multidisciplinary program from a large set of small credentials.

Three new stackable degrees were approved by Academic Board this year: the transdisciplinary Master of Creative Intelligence and Strategic Innovation, and two interdisciplinary personalised degrees, the Master of Professional Practice and the Master of Technology. These will be ready for enrolment in Autumn 2020.

## Enterprise learning

To support our transformation to a lifetime of learning, we are rethinking the traditional definition of a university student and viewing the whole workforce as a prospective learner community.

With the changing nature of work, employee skills need to be constantly updated. We want to provide the opportunity for learning and professional development throughout an individual's life.

Our Futures Academy designs bespoke learning to deliver the necessary skills to meet the future demands of business. It has built a pipeline of enterprise learning activities and formed educational partnerships.

Our corporate relations team signed an agreement with industry superannuation fund Sunsuper to promote UTS's short courses.

Our IEU is developing an enterprise learning platform to help organisations determine what skills they will need in the future. The unit has also continued to expand the UTS Entrepreneurship Toolkit with new modules. This comprehensive online toolkit equips students with foundational skills to develop an entrepreneurial mindset.

## Student-led startups

UTS Startups launched in 2018 with the goal to position UTS as a leader in the creation of student-founded startups. It is a key part of our strategy to ensure that our students have a fulfilling entrepreneurship experience while studying at UTS. By the end of the year UTS Startups was a 783-strong community of students, graduates, and their colleagues, who together are forging a new spirit of innovation and entrepreneurship at UTS.

Led by Murray Hurps, Director of Entrepreneurship, the UTS Startups program has established itself as the home for student entrepreneurs at UTS. Rather than supporting a few students to launch their own startup, UTS Startups has made entrepreneurship normal, desirable and accessible to all students; whether they want to launch their own startup or work with a startup team. Students are making their own jobs and creating new jobs for others.

Our 330 student-led startups are in fields including health, finance, education, law and space. Over the course of the year, more than 10 per cent of our student-led startups secured highly sought after places in leading incubator accelerator programs across Australia.

We also maintained our strong partnership with startup co-working space Fishburners. In addition to the UTS-partnered event space at Fishburners, UTS students can now access Fishburners' virtual membership, where they have access to an online community, mentoring sessions and streamed live events.

## Entrepreneurial work-ready students

One of our goals is to equip our students with the knowledge and skills they need for their chosen career path. UTS has reimagined student internship experiences by facilitating internships with startups. This provides students with meaningful work experiences in the innovation ecosystem and equips them with the skills needed — problem solving, critical thinking, creativity, teamwork and digital capabilities — to adapt to the jobs of the future.

The internships program has seven community partners from the Sydney startup community (CSIRO, Cicada Innovations, EnergyLab, Fishburners, Haymarket HQ, StartupAUS and UTS Startups), with more than 180 student placements organised throughout the year.

We also offer our students the opportunity to gain international entrepreneurial skills. We're developing new global exchange entrepreneurship streams (for students and staff) with our key technology partners Technical University of Berlin and Hong Kong Polytechnic University. In addition, our Innovation and Entrepreneurship Unit (IEU) offered international entrepreneurship internships for students to explore globally successful models of student entrepreneurship. Some of our students had the opportunity to volunteer at Slush, the world's leading startup and tech event, held in Helsinki.

The IEU worked with our student leadership program, BUILD, to support grants for 20 students to travel to Germany and Israel for immersive entrepreneurial experiences.

In a newly established partnership with Catalysr we will share our spaces for their program. Catalysr runs intensive entrepreneurship programs for migrants and refugees who want to find success in Australia by building their own tech startup.

In a sign that our graduates are being recognised for their entrepreneurial skills and approach we saw a 31 per cent increase in the number of employers at our internship and graduate fair.

A number of pilots were launched in 2019 to improve the employability of UTS's international students. These included an 'industry immersion' (a micro-shadowing program), a consulting competition with Deloitte and a peer mentoring program.

## Campus transformation

UTS Central opened this year, providing a student hub and faculty space at the heart of our city campus. The building lets us connect with our students, staff and community in a new way. UTS Central expands the number of learning, teaching and research facilities on campus, with the addition of a superlab, three large high-tech collaborative classrooms and research spaces.

With the opening of UTS Central, we piloted a student learning hub, where student learning is supported by space, resources and community. The hub will offer pop-up services and events relevant to each teaching session. This year, UTS faculties and units (including counselling, financial assistance, Higher Education Language and Presentation Support (HELPS), the Mathematics and Science Study Centre, the UTS Library, the Student Centre and UTS BUILD) offered drop in services at the hub.

The hub will deliver personalised learning support for all students regardless of location. The physical service will be complemented by an online portal (linked to the student app) that will support students in their learning. The portal will provide real-time information on services and events, helping students both on and off campus.

We also introduced student guides. Our student guides helped students to book rooms and find their way around the new building. This included tours of the student spaces, troubleshooting issues and supporting students through long study sessions with snacks and quick responses to their learning questions.

## Improving the student experience

We want to help our students get the best out of their time at UTS. One way we are doing this is by giving our students early feedback on their work and learning.

The UTS Business School ran a pilot using OnTask. OnTask is a software tool that collects and assesses data about a student's activities. It allows teachers to design personalised feedback, including suggestions about the student's learning strategies. Students are then able to adjust their learning as they go. UTS is now looking at integrating OnTask into Canvas (as part of LX Transformation: refer initiative one).

We launched software tool AcaWriter. AcaWriter helps students develop their academic and reflective writing by providing immediate feedback. Students can have their work reviewed as many times as they like. The tool was trialled in Spring session and it will launch in early 2020.

UTS developed Learning Journeys to help students discover their learning strengths and needs. An orientation website was launched in Spring session, and it will be piloted in the business school in January 2020 for students who have failed a subject multiple times.

We continued to make improvements to our Summer session. We want to see more students making use of this extra session. We released a revived summer program designed to bring students together and improve the social atmosphere on campus. It included increased social media, more events and a greater number of targeted summer subjects.

## English language development

We want to support our students who need extra help with their English language skills. Our students must be proficient in English to take them through university and into their professional life.

We've established a framework to provide a systematic approach for embedding UTS's English Language Policy. All students are expected to improve their English language skills and discipline-specific language skills during their studies. This is vital for the attainment of graduate outcomes.

To help us achieve this, all commencing students complete a language screening task, either an online post enrolment language assessment (OPELA) or an in-class written assessment. Overall, 33 subject coordinators across seven faculties assessed 10,661 students this year. A number of students were referred to compulsory language support activities, and positive feedback has been received from students and academics as to the efficacy of the activities.

# New ways of working

As we create the workforce of the future, our people will be key to our success. The way we work together will be increasingly collaborative, creative and innovative.

We'll enable a positive work environment that promotes wellbeing and empowers our staff to succeed in their careers.

## Workforce of the future

Over the years we have put a lot of thought into the future of our workforce. We're currently developing a workforce green paper for delivery in 2021.

The green paper will respond to questions including:

- what should the workforce of the future look like?
- what are the desired capabilities and behaviours of the UTS workforce to deliver our ambitions in the strategy? What are the desired roles and the balance between them?
- what elements are required for transition to the workforce of the future?
- what will be the delivery and support models to deliver the future of work at UTS?

Following on from initial consultations with UTS leaders, we're looking into case studies of best practice from around the university. We want to build on existing areas that are doing well and take their lead to improve other areas. We asked faculty staff to identify best practice in both research and teaching and learning. Faculty and divisional staff were also asked to identify key capabilities and challenges in their area of activity.

Wider consultation will continue in 2020. Focused pilot work and strategic development linked to the consultations have started.

Particular attention in 2020 will be given to leadership and supervision, innovations in academic workspaces and roles, and capacity building.

## Capability of our workforce

The UTS-wide capability framework was developed to align to our new strategy. The framework will link our day-to-day activities to the delivery of UTS 2027.

The new framework has four main categories covering self awareness, relating to others, thinking style and performance. These categories will inform how we build on the skills and abilities of our staff, and prepare them for new ways of working.

In 2019, taking the UTS-wide capability framework as a foundation, a specific framework relating to research outcomes was launched as part of RES Hub. The research framework is aimed at supporting excellence in both academic and professional research support staff. Further information on RES Hub is available under delivering excellent research with impact.

## Recognition and reward framework

We want to recognise and reward the work of our staff.

As part of the new ways of working initiative, UTS developed a pilot rewards and recognition framework to encourage excellence and collaboration. The framework will be flexible around career opportunities and career development.

Under the framework, we reviewed the academic promotions process and revised its associated policy.

Our Marketing and Communication Unit developed a bespoke reward and recognition program for their staff. The program focuses on career development, including secondment opportunities, mentoring opportunities and recognising staff members for their work by providing higher duties.

## Staff survey

UTS has held a staff survey every two years since 2007. The survey gives staff the chance to provide feedback on working at UTS. The results allow UTS to identify and prioritise areas to improve.

The 2018 staff survey results were released this year. More than 80 per cent of staff rated the following categories as satisfactory or above:

- Indigenous education and employment (89 per cent)
- gender equality and respect (86 per cent)
- role clarity (85 per cent)
- safety (84 per cent)
- colleagues (83 per cent)
- job satisfaction (82 per cent)
- organisation objectives (82 per cent)
- ethics (81 per cent)
- vision and values (81 per cent).

We saw increased levels of satisfaction across a number of areas, including UTS-specific teaching practices, wellness and work/life balance.

The survey showed that we still need to continue to improve career development opportunities (48 per cent) and cross-unit cooperation (47 per cent). These priorities are set within UTS 2027 and its initiatives.

## Digital literacy

Our project to improve the digital literacy of our staff is progressing well. This year faculties and units included development opportunities for staff in annual work plans. The workplan template was updated to encourage staff to identify two digital capabilities to develop each year. Digital capabilities include information, data and media literacies, and digital learning and development.

Staff (and students) now have access to LinkedIn Learning. LinkedIn Learning offers a personalised and flexible learning experience where staff can complete courses anywhere, anytime.

We continued to provide training in a range of systems and software, including Office 365 collaboration apps and Email Studio.

## Streamlined processes

We continued to streamline our processes this year to improve the way we work. We simplified and consolidated a number of our policies. This work will continue in 2020.

A new Student Complaints Resolution Office (SCRO) was established to provide a one-stop shop for student complaints. Previously, student complaints were received by a number of units within the university. Now, the SCRO is responsible for capturing complaints and assisting in their resolution. This is supported by the new Student Complaints Policy (and procedures). Refer to consumer response in statutory reporting for further information.

## Staff awards

### Career and professional awards

The career and professional awards were held in September. These awards reflect the excellence of our staff and demonstrate how we, in our day-to-day work, make a real contribution towards our vision of being a leading public university of technology.

- Milena Ratkovic, Faculty of Design, Architecture and Building, for exceptional performance, dedication and innovation with the development of the student self-service Sewing Studio.
- Gwyn Jones, Faculty of Design, Architecture and Building, awarded for exceptional performance, dedication and innovation, facilitating the operational growth of the Advanced Fabrication Lab.
- Thomas SurrIDGE, Faculty of Engineering and Information Technology, awarded for exceptional performance, dedication, strategic leadership and innovation of new digital efficiencies within the School of Electrical and Data Engineering.
- Thomas Lanyon, Information Technology Division, awarded for exceptional performance, strong customer service and innovation, supporting information technology functions, resolving problems and implementing new processes for the Campus Master Plan delivery.

- Helen Chan, Library, awarded for exceptional performance, dedication to customer focus and leadership in the implementation of the library's research support services.
- Georgia Nielsen, Marketing and Communications Unit, awarded for exceptional performance, dedication, innovation and leadership in leading and engaging the broader UTS community on the successful launch of UTS 2027.
- Alex Fransen, Planning and Quality Unit, awarded for exceptional performance, customer focus, dedication, leadership and innovation in coordinating a range of critical reporting, rankings and ratings to enhance the university's international reputation.
- Michelle Fletcher, Research Office, awarded for exceptional performance, dedication and innovative flair, delivering new (and refining existing) research tools that enable UTS to report on costing and pricing of research projects consistently and sustainably.
- Matt Lukjanenko, Student Administration Unit (SAU), awarded for exceptional performance, and commitment to innovation, specifically streamlining a number of administrative practices to support the student admission activities across the university.
- Torey Hutchinson, Student Administration Unit, awarded for exceptional performance, and innovative practices to support the SAU workforce team, creating a number of automated tools that significantly improved the team's accuracy and efficiencies.

### Group category

- Information Technology Division/ Institute for Interactive Media and Learning/SAU: Grades Submission Project Group awarded for exceptional team performance, collaboration and innovation to successfully design and implement a new automated process for the submission of student marks and grades.

## Learning and teaching awards

The 2018 learning and teaching awards and citations (presented in 2019) recognise significant contributions to teaching and improvements to the student experience.

### Individual Teaching Award

Dr Mohsen Naderpour, Faculty of Engineering and Information Technology, for developing risk awareness in engineering students to promote sustainability.

### Team Teaching Award

Dr Kristine Aquino, Cornelia Betzler and Dr Ann El Khoury, Faculty of Arts and Social Sciences, for enhancing the student experience of internships and work integrated learning.

### Early Career Teaching Award

Dr Job Fransen, Faculty of Health, for improving learning through self-discovery.

### Teaching by a Casual or Sessional Staff Member Award

Raechel Wight, UTS Business School, for continuous creative resource development and leading a community of practice.

### Strengthening the UTS Model of Learning Award

Dr Allison Cummins, Dr Christine Catling, Dr Deborah Fox and Vanessa Scarf, Faculty of Health, for transitioning students into professionally competent woman-centred midwives.

### learning.futures Award

Dr Gavin Paul, Faculty of Engineering and Information Technology, for empowering students to create in mechatronic and robotic engineering.

### Integration of Indigenous Professional Capabilities into Curriculum Award

Dr Megan Heyward and Dr Natalie Krikowa, Faculty of Arts and Social Sciences, for empowering Bachelor of Communication (Digital and Social Media) students to understand and apply Indigenous principles and protocols in a professional context.

## Citations

- Prof Paul Kennedy, Dr Mukesh Prasad, Aedan Roberts: Faculty of Engineering and Information Technology
- Dr Cat Kutay: Faculty of Engineering and Information Technology, and Dr Paul Brown, Jarnae Leslie, and Tyler Key: Faculty of Transdisciplinary Innovation
- Dr Babak Abedin: Faculty of Engineering and Information Technology
- Dr Robin Bowley: Faculty of Law
- Christopher Croese: Faculty of Law
- Dr Delia Falconer: Faculty of Arts and Social Sciences
- Dr Kristoffer Glover: UTS Business School
- Dr Anna Loyeung, Associate Professor Yaowen Shan, Dr Peter Lam: UTS Business School



# Precinct, community and partnerships

We're working together with our community and precinct, sharing knowledge and making a real difference.

We'll ensure that we have the culture, skills and tools necessary for effective external engagement and collaboration.

## Precinct partners

Over the last decade, we have prioritised engagement with our precinct, its community, industry and government in our role as an anchor institution. We have supported the growth of startups and entrepreneurial experiences and built strong relationships with our precinct neighbours.

UTS will be a key stakeholder and contributor to the Sydney Innovation and Technology Precinct. The final report to the NSW Government recommended a number of goals for 2020 including an initial commitment of space for technology companies and startups, thereby creating new jobs and increasing student and startup opportunities.

The innovation precinct will bring together universities, startups, technology companies and the community. It will offer many opportunities for UTS, including new pathways for our startups, research collaborations with industry, and internship and employment opportunities for our students.

Further cementing its future status, the NSW Government has declared this precinct a State Significant Precinct.

Earlier in the year we collaborated with the NSW Department of Planning, Industry and Environment to host the Creative Industries Knowledge Hub.

The hub helps to develop entrepreneurial and business skills of professionals in the creative industries. It provides information on upcoming events, resources for building ideas and skills, as well as connecting communities of creative entrepreneurs and startups, UTS students, faculties and the innovation and technology precinct.

We're also a key partner in the state government-led Randwick Health and Education Precinct, along with partners including the Prince of Wales Hospital, the University of New South Wales and the Royal Hospital for Women. The precinct aims to be a centre of excellence for healthcare, education and research.

We also worked with the Commonwealth Bank and Mirvac to explore opportunities for collaboration in research, student internships and spaces (for student events and outreach programs).

## Working together

Partnership with industry and community guides our research, helps deliver university services and shapes our curriculum and learning experience. These collaborations will help us produce innovative research and allow creative practice.

Through our corporate relations team, UTS is partnering with Celestino, the developers of the \$5 billion master plan for the Sydney Science Park in western Sydney. This partnership will see UTS explore a number of collaborative projects including an opportunity to test and develop emerging technologies in a real-life urban environment.

We formed a strategic partnership with Telstra in July to improve operational and business performance, provide graduate opportunities, and facilitate staff learning and development.

UTS joined with the University of Sydney, the University of New South Wales and Macquarie University to establish the Sydney Quantum Academy (SQA). The academy will focus on skills development and link students to industry through internships and research. It will also support the development of quantum technology startup businesses and promote Sydney as a global leader in the quantum ecosystem. The NSW Government has backed the academy with \$15.4 million in funding.

In December we established a partnership with the Foundation for Young Australians to attract entrepreneurial young people to UTS, further enhance the experience of the current startup community and collaborate on joint research on the future of work and challenges in future education.

## Leading voice

We aspire to lead public discourse in Sydney and open our campus to meaningful public engagement.

In February, UTS hosted the Asia-Pacific University-Industry Interaction Conference. The conference brought together more than 220 university engagement managers, researchers, policymakers, innovation and entrepreneurship managers and industry partners from 18 countries. The three-day conference featured presentations and workshops from key academics and practitioners on university-industry engagement.

We held the inaugural UTS Innovation Roundtable in April. Convened by Vice-Chancellor Professor Attila Brungs and Emeritus Professor Roy Green, the roundtable brings together innovation leaders to examine the needs of industry and society and progress Australia's innovation agenda.

UTS hosted REMIX Sydney, Australia's largest creative industries summit, over two days. Summits are held each year in cities including New York, London, Istanbul and Dubai.

Our ongoing partnerships emphasise the importance we place on the creative and startup industries, and the need for a strong entrepreneurial community. We continued our partnership with StartupAUS. StartupAUS is a not-for-profit national advocacy group for startups, providing support for the tech community and strengthening the growth of Australian startups.

With StartupAUS, and other industry bodies, we hosted Safe Encryption Australia. The forum provided an opportunity for technology sector representatives, policymakers and politicians to discuss how Australia should balance the dual needs of privacy and security, following the encryption laws that were passed last December.

The launch of StartupAUS's Emerging Technology Talent Snapshot was held in one of our new spaces in UTS Central. The report was introduced with an expert panel featuring Atlassian and venture capitalists AirTree Ventures. Senior stakeholders from the state government and City of Sydney also attended.

## Advancement and engagement

2019 was a year of dynamic growth for UTS's advancement unit. The unit's leadership team grew with the appointment of an executive manager, alumni and community relations.

### Philanthropy

Once again, our generous community of donors helped UTS achieve real-world impact. In 2019, \$7.33 million was secured in gifts and pledges. Of that amount, \$3.2 million was raised in support of research, with 19 unique research projects funded by major donors. As of December 2019, more than \$256,000,000 in proposals were under management.

Philanthropic highlights include:

- a donation of more than \$500,000 from the Eden Foundation to accelerate refugee startups in western Sydney
- a philanthropic grant of \$283,000 awarded by the Ian Potter Foundation
- \$11 million in proposals under development to support the building of Australia's first Indigenous Residential College
- significant contributions from Ms Laurie Cowled, the Blackmore Foundation, the Stanford Australia Foundation, the Neilson Foundation and Norton Rose Fulbright
- the development and submission of more than \$200 million in proposals, both domestically and internationally.

During 2019, we continued building the UTS culture of philanthropy. With a growing number of supporters, and a network of domestic and international volunteers, we extended our outreach and strengthened our stakeholder groups.

The university's first UTS Foundation Board began in 2019 with Brian Wilson, AO serving as Chair. The board is responsible for providing high-level strategic advice regarding philanthropy and engagement and making strategic links to individual and corporate funders. Members of the board are also ambassadors who ensure that our messages are effective and resonate with current and potential supporters.

The UTS Friends of Distinction, an eminent group of key UTS supporters, was launched at the opening of UTS Central in August. UTS Chancellor Catherine Livingstone, AO serves as patron of the group. Establishing this group will allow us to recognise the unique contribution our supporters have made to UTS over the years and provide ongoing engagement opportunities that build community.

Training is key to building a philanthropic culture. To support UTS researchers in successfully searching for and receiving philanthropic donations an online advancement module was developed and made available through the UTS's RES Hub.

### **Staff giving**

Our staff donated \$156,000 through the UTS Staff Giving Program in 2019. This amount was matched dollar for dollar by UTS, bringing the total amount raised to \$312,000, all of which goes directly towards support for disadvantaged students, support for Indigenous students through the Jumbunna Institute, and equity grants for thesis completion.

During the year, staff donor numbers grew by 12.5 per cent, demonstrating the outstanding spirit of generosity in the UTS community.

### **Annual appeal**

In 2019, the Alumni Outreach Program continued to seek support for the Diversity Access Scholarship, Indigenous student services and programs, and the Law Equity Scholarship Fund. The appeal secured \$169,500 in regular giving and cash gifts. Our student callers made 16,960 calls, which built alumni engagement and generated interest in postgraduate study.

# Connected research

Our research will be exemplified by excellence, impact, engagement with global partners, and innovative collaborations that transcend disciplinary and professional boundaries.

We'll continue our commitment to producing high-quality, globally respected research that makes significant economic, environmental, cultural and social impact.

## Research performance

We have seen significant growth in our research performance. This has been achieved as a result of the large investment that UTS has made in research over the past 10 years.

We have cemented our place in society as a public university that delivers research with impact, locally and globally. As we enter into the next phase of our development, our commitment to increasing the quality output and impact of our research will see the university achieve its vision of becoming a leading public university of technology recognised for its global impact.

## Excellence in research

2019 was a big year for UTS research. We were successful in increasing both the quality and scale of our research.

The Australian Research Council's State of Australian University Research 2018–19 Excellence in Research for Australia (ERA) national report presented the outcomes of the most recent Excellence in Research for Australia round (2018).

One hundred per cent of UTS research was rated at or above world standard at the broad subject level. In the four-digit fields of research level, 72 per cent of UTS research was rated in the two highest bands: either a '4' (above world standard) or a '5' (well above world standard). This is a 10 per cent rise on the previous review in 2015.

Overall, UTS received 19 ratings of '5' (well above world standard), up from 10 ratings in previous years. These results show that the research UTS is undertaking is of world leading quality and contributing to making a very real and positive impact for the world.

The results of the Engagement and Impact Assessment (EIA) 2018–19 National Report were released at the end of March.

The report, a national first, accompanies the ERA and assesses how university research has an economic, environmental, social, cultural or other benefit to society.

UTS performed extremely well. Almost 80 per cent of assessed UTS research was rated as having a high (out of a low, medium or high rating) impact on the community. This places UTS first in Australia and well above the national sector average of 43 per cent.

## Global standing

The excellence of our research has supported a significant boost in our global rankings. Rising by 20 places in the QS World University Rankings, we are now ranked in the top 150 universities globally. In the Times Higher Education World University Rankings, we remain firmly within the top 200 universities in the world. We continue to be Australia's number one young university in both the Times Higher Education and QS young universities rankings.

In 2019, we again ranked first in Australia for the proportion of publications in the top 10 per cent of citations for their field in the CWTS Leiden Ranking (which measures the impact of research publications and collaborations of universities around the world).

While rankings are only one indicator of success, our continued upward trajectory in all three major rankings indicates our growing reputation as a university of technology recognised for our global impact.

## Research income

2019 saw another double-digit percentage growth in our external research income, with the university exceeding \$115 million in external research income for the first time. Our growing Category 1 funding is beginning to reflect our growing research standing.

This year we had success in collaborating with other leading research institutes in major national and international partnership bids, including Centres of Excellence (COE), Cooperative Research Centres (CRC) and Centres of Research Excellence (CRE).

We received a \$2.4 million grant to lead a NHMRC CRE exploring value-based payments in cancer. We have been an active participant in supporting the development of the Australian agrifood sector through the Food Agility CRC.

## Collaborative research

We opened a biotech production and training facility, launched in collaboration with the NSW Government and GE Healthcare. UTS students and businesses seeking to pilot and test products will be able to use the Biologics Innovation Facility. The first of its kind in an Australian university, the facility will transform professional training in Good Manufacturing Practice.

We were awarded \$1 million by the federal government's new development assistance program Aus4Innovation to improve water systems in Vietnam. UTS researchers from the Faculty of Engineering and Information Technology are working in collaboration with researchers from the Vietnam National University, Hanoi University of Engineering and Technology and Ho Chi Minh City University of Technology to improve immediate living and working conditions in different regions.

## Research support

We must have the right support systems in place to ensure we are able to produce high-quality, globally respected research that makes a significant economic, environmental, cultural and social impact.

Excellence in research support is about the capabilities we build in all of our people, both academic and professional staff. Our research outcomes capability framework is designed to help staff create their own research development plan. The framework helps staff to connect development activities with the outcomes they wish to achieve in their research career.

Key to this is our research excellence and support hub: RES Hub. After a successful pilot in 2018, we launched RES Hub this year as an online one-stop shop to support and develop research excellence. It provides access to UTS's research support systems and tools to help our researchers develop research proposals. It also contains training modules on media skills, philanthropic funding, research integrity and research data management.

The digital site will be complemented by a physical space in our new UTS Central building. The physical RES Hub will open in March 2020. It will provide an opportunity for researchers, higher degree by research students and professional staff to come together for training, networking and events.

My Researcher Dashboard was launched in June. The dashboard is a personalised research management tool that gives our researchers a visual representation of research funding, research outputs and graduate research student supervision data for the current and previous four years. It makes our research data more organised, transparent and easily accessible.

The Graduate Research School and Research Office led the roll out of ResearchMaster7, UTS's planning and management tool for research projects. The tool allows researchers to lodge funding applications and ethics approvals, and track and manage research agreements.

## Research strengths

In 2019, we began to look at our existing research centres, institutes and strengths in light of UTS 2027. Representatives from across the university reflected on our current research strengths and the significant value that these have provided the university. Two working groups have now developed strategic principles underpinning future research concentrations and a position paper.

The research strategy and operations committee has requested the Deputy Vice-Chancellor (Research) form further working parties to engage with our external partners and rework the position paper into a strategy. In 2020, we will undertake further pan-university consultation on the strategy and use the information to develop an implementation plan.

## 2027 research strategy

2019 marked the final year of the 2016–2020 Research Strategy. Over the last 12 months, university leaders have collaboratively developed the UTS 2027 Research Strategy. This strategy is distinctively people-centric and will support UTS to increase the productivity of its current workforce to extend the scale, quality and impact of its research.

## Our researchers

UTS had a record number of finalists in the 2019 Eureka Prizes, with two teams and two individuals shortlisted.

Professor Longbing Cao from the Faculty of Engineering and Information Technology went on to win the 2019 University of Technology Sydney Eureka Prize for Excellence in Data Science And Distinguished Professor Jie Lu was awarded an Australian Research Council Laureate Fellowship. Distinguished Professor Lu is the first UTS academic to be awarded this prestigious fellowship.

PhD students, Anna Józefina Rutkowska (Faculty of Arts and Social Sciences), Jess Macarthur (Institute for Sustainable Futures), Ephraim Spehrer-Patrick (UTS Business School) and Melanie Lewis (UTS Business School and Institute for Sustainable Futures), were named University Innovation Fellows by Stanford University's Hasso Plattner Institute of Design (Stanford d.school). This a first for Australian PhD students.

Professor Martina Doblin received a Fulbright Future Scholarship to pursue her research on the responses of marine plankton to environmental change. She will work with researchers at the University of Southern California and the Scripps Institution of Oceanography.

Professor Charles Rice, Associate Dean (Research) in the Faculty of Design, Architecture and Building, received a Fulbright 70th Anniversary Scholar Award to study the work of American architect Gunnar Birkerts. Professor Rice will be based at Taubman College of Architecture and Urban Planning at the University of Michigan.

Professor Katherine Biber and Professor Wanning Sun were named as 2020 members of the Australian Research Council's College of Experts. Members are experts of international standing drawn from the local research community.

## Research awards

### External awards

#### Australian Museum Eureka Prizes 2019 University of Technology Sydney Eureka Prize for Excellence in Data Science

Professor Longbing Cao

#### Australian Research Council Australian Laureate Fellowship

Distinguished Professor Jie Lu (the first UTS academic to be awarded this fellowship).

#### Australian Academy of Science Fellow

Professor Cynthia Whitchurch

#### NSW Young Tall Poppy Science Awards 2019

- Associate Professor Majid Ebrahimi Warkiani for research into non-invasive cancer diagnostics
- Dr Qilin Wang for research into sustainable wastewater management
- Dr Emma Camp for research into coral reef resilience

#### CSIRO Aboriginal and Torres Strait Islander STEM Professional Early Career Award

Tui Nolan, PhD student

#### Vice-Chancellor's Awards for Research Excellence

##### Chancellor's Medal for Research Excellence

Distinguished Professor Jie Lu, Faculty of Engineering and Information Technology, for sustained research excellence at the highest level.

#### UTS Medal for Research Impact

Joint winners awarded for research that has achieved considerable impact outside the academic community.

- Distinguished Professor Larissa Behrendt, Jumbunna Institute for Indigenous Education and Research
- Distinguished Professor Dikai Liu, Faculty of Engineering and Information Technology

#### UTS Medal for Excellence in Teaching and Research

Associate Professor Alison Beavis, Faculty of Transdisciplinary Innovation, for her outstanding research and teaching at UTS.

#### Early Career Research Excellence Award

Dr Emma Camp, Faculty of Science, for outstanding research conducted by an individual early career researcher.

#### Research Leadership and Development Award

Professor Justin Seymour, Faculty of Science, who is on the path to becoming a research leader and champion of research development.

#### Research Excellence through Collaboration or Partnership Award

Professor Hokyong Shon and Dr Sherub Phuntsho, Faculty of Engineering and Information Technology, for developing and sustaining a research partnership delivering significant outcomes.

#### Research Management and Development Award (Professional Staff)

Mercedes Ballesteros, Faculty of Science, for outstanding contribution to support services that has boosted research capabilities.

#### Supervisor of the Year Award

Professor Stephen Goodall, UTS Business School, for quality supervision of a research candidature.

# International profile and student experience

We'll create positive experiences for international students at UTS and identify opportunities for all students to engage in international activities, both in Australia and overseas.

This will attract and build lifelong beneficial connections with high quality international students and academics, as well as enabling valuable, multidimensional partnerships with a number of key international organisations and universities.

## International students

Following on from the work done in 2018, UTS continued to put in place strategies to diversify the international student body.

We initiated our new international marketing strategy to target specific markets. As part of our schools strategy, we worked directly with high schools in South-East Asia, South Asia and North Asia to promote UTS. This involved facilitating study tours for students from these regions and conducting masterclasses and workshops for teachers, principals and school students.

We also worked on increasing the number of articulation agreements with partner universities to provide UTS with a stable pipeline of students, helping to mitigate any risks from downturns in the market due to external factors.

As part of increasing our activity in new markets, UTS also signed a number of new agreements with external sponsor bodies in Latin America with the view to attracting high-quality postgraduate students.

UTS also entered the African market for the first time for the purpose of student recruitment and participated in education exhibitions in the region.

## International experience

We want to increase the percentage of our domestic students graduating with international experience to 50 per cent by 2027. In 2018 (the most recent year for which full data is available) 28 per cent of our students (domestic undergraduate) graduated with an international experience.

To help us achieve our goal, we established an international experiences and cultural competencies working group. The group will deliver a series of recommendations on how UTS can meet its 50 per cent target.

We were awarded more than 200 travel grants from the federal government's New Colombo Plan program for 2020. The program provides financial support for students to undertake overseas experiences related to their studies in the Asia-Pacific region.

Between March and May UTS hosted careers events for students promoting overseas opportunities in a number of countries, including the United Kingdom, Japan and Hong Kong.

We're also working to further develop the quality of offerings for students in our global leadership program BUILD. The program is designed to harness the leadership potential of UTS students.

BUILD equips and inspires students to reach their potential through student engagement in workshops, seminars and community activities. Through these, students develop the skills and competencies required to participate as effective and responsible global citizens and leaders in the global workplace.

## International partnerships

Our international partnerships are of great benefit to UTS. They provide the opportunity for students, academics and researchers to gain an international perspective and collaborate with their international peers. They also reflect well on UTS as a leading global public university of technology.

UTS has 752 agreements with 452 partners.

Our Key Technology Partnership program was externally reviewed in 2019, with the findings now under internal review. We currently have 18 university-level partners, with a further two at the faculty level.

To expand our international partnerships, UTS attended the Asia-Pacific Association for International Education, NAFSA: Association of International Educators and the European Association for International Education conferences in Kuala Lumpur, Washington DC and Helsinki respectively. We met with approximately 150 current and prospective partner universities, education agents and mobility experience providers across the three conferences, and presented in two sessions at the Helsinki conference.

The UTS Research and Innovation Institute (Shenzhen) Co Ltd (UTS Shenzhen) was established this year. UTS Shenzhen provides business development, technology transfer, consultancy and industry engagement services to UTS, particularly research-focused engagement.

UTS Shenzhen is the second wholly foreign-owned enterprise providing services to UTS in China, adding to the relationship management, market intelligence and profile-building services provided by UTS Beijing Ltd. These two companies are managed by UTS Global Pty Ltd, an Australian proprietary company owned by UTS.

## Alumni and community relations

UTS has more than 230,000 alumni worldwide. In 2019, significant progress was made towards developing both local and international alumni networks, with local highlights including the annual UTS Alumni Awards and the establishment of a young alumni committee that will create relevant outreach programs for alumni 35 years of age and under.

During 2019, UTS implemented a more strategic approach to engaging international alumni through lifelong learning, volunteerism, building networks and promoting a giving culture. We identified countries and regions as priorities based on a number of factors, such as the number of alumni residing in the region and a propensity of alumni in the region to build networks and give to UTS.

Countries noted as key markets in 2019 included China, Japan, Hong Kong, Indonesia, Malaysia, Singapore, Vietnam, India, the United Kingdom and the United States.

Participation at our Beijing, Shanghai and London alumni receptions exceeded expectations, with a 25 per cent increase in alumni attendance. We hosted an inaugural networking event in Amsterdam with significant enthusiasm for alumni networks and masterclasses.

Associate Dean (International) Professor Anthony Burke and 24 global studio students hosted a successful alumni reception in Los Angeles. Following on from this, we held further alumni events in New York, San Francisco and Los Angeles featuring Professor Chris Earley, Dean of the UTS Business School.

## Alumni Awards

Our UTS Alumni Awards celebrate our most outstanding graduates. Each year the awards showcase the breadth and depth of UTS's alumni community and the extraordinary ways in which UTS graduates are contributing to their profession and society as a whole.

This year, eight of the 11 award winners were women.

### UTS Chancellor's Award for Excellence and Science Award

Professor Maria Kavallaris, AM, Director, Australian Centre for NanoMedicine, Professor and head of tumour biology and targeting program, Children's Cancer Institute, in recognition of her innovative work treating childhood cancers with nanotechnology.

Bachelor of Applied Science (Biomedical), 1989

### Arts and Social Sciences Award

Annabelle Sheehan, Chief Executive Officer, New Zealand Film Commission, for her leadership in boosting gender equality and getting more Maori stories on the big screen.

Bachelor of Communication (Film Production and Film Studies) (1981)

### Business School Award

Pandora Shelley, Chief Executive Officer, Fishburners, for being a renowned game-changer and in recognition of her short journey from office manager to CEO.

Bachelor of Business (Management Consulting and Marketing) (2014)

### Design, Architecture and Building Award

Yiyi Lu, 'Artrepreneur' (best known for creating the dumpling emoji and the Twitter Fail Whale), in recognition of her desire to bridge cultural divides through design.

Bachelor of Design (Visual Communication) (2008)

### Engineering and Information Technology Award

Dr Ashod Donikan, for developing a game-changing 3D navigation tool more accurate than WiFi, Bluetooth and GPS

PhD (2010)



**Health Award**

Annette Bennett, midwife and nurse, for her work improving health outcomes for women and newborns in African countries with poor survival rates

Master of Midwifery (Research) (2015)

**Law Award**

Sarah Dale, Centre Director and Principal Solicitor, Refugee Advice and Casework Service, in recognition of her advocacy for the rights of refugees seeking asylum in Australia.

Bachelor of Laws (2011)

**International Alumni Award**

Jim White, Senior Vice President of Human Resources, Paramount Pictures, for his work and dedication to combatting homelessness.

Master of Education (Adult Education) (1996)

**Young Alumni Award**

Anntonette Dailey, Executive Director, Australian Space Agency, in recognition of her positive contributions to gender equality in the space sector.

Bachelor of Engineering (Civil and Environmental), Diploma in Professional Engineering Practice (2008)

**Indigenous Australian Award**

Brooke Boney, Gamilaroi Gomeri woman and Today show entertainment reporter.

Bachelor of Communication (Journalism), 2014

**Community Award**

Brendan Lonergan, Chief Executive Officer, Beehive Industries, for his work tackling loneliness and social isolation faced by seniors, the long-term unemployed and people living with disability.

Master of Business (Marketing) (2006)

# Delivering positive social change

UTS is, and always will be, an inclusive university focused on social justice. We'll measure the social impact of all that we do, ensuring significantly enhanced outcomes for communities.

We'll apply Indigenous knowledges, embedding them into our thinking: making us stronger as a nation.

Under our new strategy, we will ensure our longstanding commitment to delivering positive social change through our teaching and research is strengthened. We aim to significantly enhance outcomes for our local, national and global communities.

## Social impact

Through our Social Impact Framework we introduced a social justice leave policy this year. Our staff can now access five days of volunteering leave a year. This policy positions UTS as an industry leader in this area.

We will formally launch the program in 2020. A bespoke evaluation framework has been designed to track our progress in this space and will be implemented by the Centre for Social Justice and Inclusion (CSJI).

Our commitment to social justice is evidenced by our co-lead role in the Carnegie Community Engagement Classification pilot in Australia. Nine universities have signed up to the pilot, with another 11 acting as observers. The classification framework (first offered in the United States in 2006) allows institutions to demonstrate their commitment to the communities they serve and to share good practice in the sector.

We continued to support our researchers and practitioners with the UTS social impact grants. Grants are awarded to applicants with projects that align with UTS social impact strategies, including the Social Impact Framework, access and inclusion, widening participation and gender equity.

Grants of \$5000 each are available across two categories, practice grants and research grants. We distributed 10 grants this year. Evaluation workshops complemented the grants, supporting the building of capacity. The success of the workshops led to a broader offering, both internally to all academic and professional staff and externally to our community partners.

We were awarded \$10 million (as part of a consortium bid with the University of Sydney and Western Sydney University) to set up an independent Public Policy Institute. The institute will conduct research on the public policy issues facing New South Wales. The institute will work alongside government, the higher education sector and industry to provide research and advice on a diverse range of social policy matters.

In 2019, our students undertook 80 pro bono projects for 54 non-profit community partners through community-based, work-integrated learning subjects, supported by our Shopfront community program and the CSJI.

In addition, our students logged more than 17,300 hours volunteering in the community through the UTS Soul Award volunteering and leadership program.

## Gender equity

UTS has been a Workplace Gender Equality Agency employer of choice since the award's inception.

We are also an Athena Swan Bronze Award holder for 2018–2022. This recognition of our work in advancing gender equity is supported by our four-year action plan to address identified gender and inclusion gaps in our Faculty of Science, Faculty of Engineering and Information Technology, Faculty of Health and School of Architecture.

One of our key targets in this area is our target of 40 per cent female academics in STEMM (science, technology, engineering, mathematics and medicine) by 2022.

We are well on our way to achieving this target, having exceeded our 2019 corporate plan target of 37 per cent. At year's end we're at 38.7 per cent academic women in STEMM.

We want to ensure social justice and inclusion strategies are supported throughout the university. We have set up equity and diversity committees in STEMM faculties. These faculties have also adopted core meeting hours guidelines to meet work/life balance hours.

A group coaching scheme to build a cross-STEMM network to support promotion was piloted this year. Twenty-three mid-career academic women took part. Other pilots have focused on reducing bias in recruitment, amending everyday processes, gathering data for better inclusion outcomes and supporting flexible faculty cultures.

On Equal Pay Day in August UTS committed \$500,000 in additional resources to close the gender pay gap in three faculties with significant gaps.

Externally, we became a Women in STEM Decadal Plan champion. The decadal plan has been developed by the Australian Academy of Science, in collaboration with the Australian Academy of Technology and Engineering, to provide a framework for STEM equity initiatives and opportunities.

UTS is an Australian Breastfeeding Association accredited breastfeeding friendly workplace. We have new and upgraded parent rooms across campus. We've also launched a breastfeeding at UTS guide to help staff and students.

## Indigenous education, research and employment

This year we renewed our two Indigenous strategies: the Indigenous Education and Research Strategy 2019–2023 and the Wingara Indigenous Employment Strategy 2019–2023. We also revised our existing Indigenous Policy, which outlines clear Indigenous education, research and employment objectives, to further support UTS's ambition to become a world-leading university in the Indigenous space by 2023.

One of the main achievements to help with the implementation of the Wingara Indigenous Employment Strategy is that we now have senior Indigenous strategic leadership in more than half of UTS faculties. Associate deans (Indigenous) have been appointed in the Faculty of Arts and Social Sciences, the UTS Business School, the Faculty of Law and the Faculty of Science. A director, Indigenous engagement has been appointed in the Faculty of Engineering and Information Technology.

Our Indigenous academic staff participation is at 2.2 per cent. This is a significant achievement. As of December, we reached record numbers of senior Indigenous academic staff, with 18 Indigenous academics at professor/associate professor level. We made our first Indigenous professorial appointment in the Faculty of Science. Professor Chris Matthews, who started with the faculty in August, is also the faculty's associate dean (Indigenous).

This level of academic staff participation will help us gain the Indigenous capability needed to achieve our vision for excellence in Indigenous higher education and research, and support the federal government's expectation that Indigenous academic employment is prioritised.

Overall Indigenous staff participation increased in 2019. As of 1 December, we had 68 Indigenous staff employed at UTS, exceeding our target of 1.7 per cent and well on our way to achieving the 2023 target of three per cent Indigenous staff participation (as set out in our Wingara strategy).

We're also implementing new initiatives aimed at increasing Indigenous higher degree by research (HDR) participation, in keeping with our target of five per cent Indigenous HDR participation by 2023. As of December, we had 45 Indigenous HDR students, an increase of 4.7 per cent since 2018.

UTS has a progressive target of Indigenous students representing two per cent (approximately 750 students) of its total domestic student cohort (including undergraduate, postgraduate coursework and HDR). While we are achieving modest increases, we still have a lot of work to do in this area. As of December, our Indigenous undergraduate participation rate remains at one per cent and our overall Indigenous participation rate was 1.1 per cent (343 students). An expansion of our existing recruitment and outreach programs — with new partnerships on the horizon — is planned for 2020.

This year we welcomed Aunty Glendra Stubbs, a proud Wiradjuri woman, as UTS's Elder-in-Residence. Aunty Glendra joined us following the retirement of UTS's inaugural Elder-in-Residence Aunty Joan Tranter, who was with UTS for many years.

The Elder-in-Residence works as part of the Jumbunna Institute team to provide cultural support to Indigenous students and staff and to more broadly promote Indigenous knowledge throughout the university. Aunty Glendra will also represent UTS through internal and external community engagement.

## Indigenous Residential College

At the end of 2018 we announced our plan to build Australia's first Indigenous residential college to encourage more Aboriginal and Torres Strait Islander students into higher education. UTS has made good progress on the project in 2019, particularly in early stage planning and design. The college's proposed organisational and governance structure is complete.

The \$100 million college will offer approximately 250 beds for Indigenous and non-Indigenous students. Indigenous students will be offered cost-covered accommodation and a stipend to support their living costs. Support services such as tutoring and mentorship will also be covered by UTS. The college will offer an ambitious range of programming in relation to pride in Indigenous identity and culture, academic excellence, leadership and service, and global citizenship.

The opening of the college will significantly contribute to UTS's ability to increase the number of Aboriginal and Torres Strait Islander students at the university. It will remove the barriers, both real and perceived, that prevent Indigenous participation in higher education and the broader economy. The college will do this by raising aspiration, maximising opportunities for entry to higher education and supporting the pursuit of quality employment, careers and contribution to society.

## Respect. Now. Always

2019 was a busy year for Respect.Now. Always (RNA), the national university program that aims to eliminate sexual assault and harassment on campus.

RNA used ice-cream and colour to open a dialogue around healthy relationships, respectful behaviours and being an active bystander. More than 3500 scoops of ice-cream were handed out at major events including O'Day, Winterfest and International Women's Day. A combination of staff and students were trained to be our 'respect champions'.

To date, more than 56,000 UTS staff and students have completed UTS's mandatory online Consent Matters training. This shows the commitment of our community members towards eliminating sexual violence on campus by creating a culture where everyone looks out for each other.

We reached a milestone with the launch to UTS senior leaders of the RNA strategic framework. The framework will guide RNA activities into 2020 and beyond. This document was evolved with UTS students and staff for UTS students and staff. It is a result of listening to their experiences, needs and ideas.

All of these activities intend to support UTS being a safe place to learn, live and work. The work of RNA requires a whole-of-community approach. We want everyone — staff and students — to take ownership and know that each individual has a role to play in creating sustainable change.

## Inclusive community

UTS is committed to promoting social change. We continue to work to provide an inclusive culture in which all our staff and students feel they belong, can be themselves and are provided with every opportunity to succeed.

In support of this aim, this year we launched a trans and gender diverse services guide. This guide details the support and services available to trans and gender diverse staff and students. We have all-gender bathrooms throughout the university.

In support of staff with carer responsibilities, we continued to provide subsidised access to the Powerhouse Museum's school holiday program. We also developed a parents and carers guide with helpful tips on what to expect from UTS before the baby arrives, while on parental leave, returning to work and ongoing support.

Staff of all genders now have access to UTS's generous parental leave provisions and return to work leave.

## Access and inclusion

It was our final year under our 2015–2019 access and inclusion plan. We have finalised a draft 2020–2024 plan that will be endorsed in the first half of 2020. A fundamental change to this plan will be a more formalised governance and accountability framework to ensure collective responsibility for the activities under the plan.

Under the plan this year we appointed two accessibility specialists with the Information Technology Division. We also introduced accessible learning week to the LX lab program. The week contained sessions on making content accessible, enhancing learning with assistive technology, and communicating effectively with students with varying needs.

We introduced disability research innovation collaboration funding for academics to collaborate in support of people with disabilities, their carers and the broader community. The program aims to have academic teams undertake research and community engagement in disability innovation.

We established a partnership with disability services provider Onemda. Under the partnership, UTS will work with people with a disability, their families and carers to co-design the products and services they need to live a more fulfilling life.

Throughout the year UTS consulted students and staff with a disability on the 2020–2024 access and inclusion plan. The plan aims to make UTS a leader in the education and employment of people with a disability. It will support students' mental health and wellbeing, meet the requirements set by TEQSA and Universities Australia relating to students with a disability, improve our systems so that students with a disability receive accessible course materials on time, every time, and improve the student experience for our approximately 2000 students registered with the UTS accessibility service for temporary or ongoing disability.

## Widening participation strategy

The UTS widening participation strategy (WPS) is our whole-of-university approach to increasing the number of students from low socioeconomic status (low SES) backgrounds completing their studies at UTS.

UTS currently has 13.7 per cent<sup>1</sup> of domestic undergraduate students from low SES backgrounds (from a target of 14.5 per cent participation rate). The shortfall is largely attributed to the time it takes for pathway programs to make a difference.

This year, UTS met with the NSW Department of Education to confirm our new WPS, which will allow direct entry for up to 300 students from low SES partner schools in south western Sydney from 2021.

Our U@Uni academy partnered with 20 schools this year to offer selected students a two-year alternative entry program. Students are chosen by their teachers and are provided with academic and mentoring support in years 10 to 12. Students who successfully graduate from the U@Uni academy are offered direct entry to a UTS course. This year saw 308 students going through the academy.

Beginning in February this year, the Wanago Program is a unique new pathway that connects high school students (and their teachers and parents) with higher education and technology and science. The program teaches NSW science, technology, engineering and mathematics (STEM) electives for high school students at UTS to address national STEM workforce gaps.

Three pilot programs were taught this year as a collaboration between UTS, the NSW Department of Education and several independent and Catholic schools in and around central Sydney. Nearly 100 students were taught design and technology, engineering studies and integrated STEM.

Our first Humanitarian Scholarship recipient graduated this year. Twenty scholarships, established to support students who have arrived in Australia as asylum seekers, have been granted over two years.

1. Undergraduate Low SES by SA1, data source <https://docs.education.gov.au/node/53030>

# Financial statements snapshot

A financial report to the UTS Council is available in volume two of this annual report (along with the university's full financial statements).

The table below is a summary of UTS's five-year financial position.

## Financial statistics

	2015	2016	2017	2018	2019
<b>Income (%)</b> (excluding deferred government contributions)					
Government grants	37.6	37.0	33.8	31.9	<b>30.0</b>
Fees and charges	32.3	33.7	37.5	40.0	<b>42.1</b>
HECS-HELP	19.9	19.1	18.1	17.3	<b>17.2</b>
Other	10.2	10.2	10.6	10.9	<b>10.8</b>
<b>Expenditure (%)</b>					
Employee benefits	58.0	58.7	57.7	58.1	<b>58.2</b>
Other	27.7	28.3	29.9	30.2	<b>29.0</b>
Depreciation and amortisation	10.2	9.7	9.4	9.3	<b>10.4</b>
Repairs and maintenance	2.1	1.8	1.7	1.5	<b>1.4</b>
Impairment of assets	0.0	0.0	0.0	0.1	<b>0.0</b>
Borrowing costs	1.8	1.6	1.2	0.8	<b>0.9</b>
<b>Finance (\$'000)</b>					
Total assets	2,509,355	2,666,967	2,947,216	3,126,179	<b>3,388,785</b>
Total revenue from continuing operations	751,841	859,852	953,561	1,049,719	<b>1,097,766</b>
Total expenses from continuing operations	720,826	790,260	875,525	975,017	<b>1,070,167</b>

## Budget outline

The following 2020 budget outline reflects the 2020 budget approved by Council in November 2019. It does not reflect the subsequent impact of COVID-19. UTS is currently modelling the impacts of COVID-19 and deploying both cash and net surplus mitigations. UTS anticipates that COVID-19 will have a materially adverse impact on the 2020 net surplus.

The pre COVID-19 2020 budget reported net surplus was 3.3 per cent of total revenue (3.5 per cent before adjusting for AASB16). This represented a \$12 million improvement on the prior year, achieved through strong execution and disciplined growth. Additionally, the 2020 budget incorporated continued prudent cash and debt management with gross debt of \$383 million (under the \$450 million Council limit), strong cash generation of \$70 million and a net debt of \$312 million.

## Student load income

The pre COVID-19 2020 budget onshore full-time equivalent student load (EFTSL) was 36,567. This equated to student fee income of \$930 million, which represented a 7.4 per cent increase on the 2019 actuals and 78 per cent of the total 2020 budgeted income.

UTS is well positioned domestically with strong undergraduate demand underpinned by growth in the school-leaver population as well as an improved, and more market-responsive, postgraduate offering. Internationally UTS continues to climb in global rankings, further strengthening the university's strong international brand.

## Strategic investments

UTS Central, the largest infrastructure project of the \$1.3 billion campus development program, came online in late 2019. The 2020 budget reflects the full year impact of this project. Additionally, the 2020 budget included significant provisions for investment in the 2027 strategy including lifetime and online learning, connected research and other infrastructure.

## Income statement

for the year ended 31 December 2019

	University			
	Actual 2019 \$'000	Budget 2019 \$'000	Variance 2019 \$'000	Budget 2020 \$'000
<b>Revenue from continuing operations</b>				
Australian Government grants	275,260	284,665	(9,405)	300,268
HELP – Australian Government payments	218,160	217,561	599	224,328
State and local governments financial assistance	4,963	5,023	(60)	4,963
HECS-HELP – student payments	18,992	20,000	(1,008)	20,000
Fees and charges	461,716	449,128	12,588	541,293
Investment income	9,880	9,052	828	3,173
Royalties, trademarks and licences	21	0	21	0
Consultancy and contract research	34,093	49,756	(15,663)	54,438
Other revenue	48,968	47,147	1,821	27,976
Gains on disposal of assets	-	-	-	-
Other income	25,713	26,447	(734)	23,414
<b>Total revenue from continuing operations</b>	<b>1,097,766</b>	<b>1,108,779</b>	<b>(11,013)</b>	<b>1,199,853</b>
<b>Expenses from continuing operations</b>				
Employee benefits	623,206	607,574	(15,632)	637,849
Depreciation and amortisation	111,046	96,964	(14,082)	122,853
Repairs and maintenance	14,614	11,985	(2,629)	13,627
Borrowing costs	10,184	5,134	(5,050)	14,723
Impairment of assets	217	4	(213)	4
Loss on disposal of assets	413	-	(413)	-
Other expenses	310,487	339,096	28,609	371,306
<b>Total expenses from continuing operations</b>	<b>1,070,167</b>	<b>1,060,757</b>	<b>(9,410)</b>	<b>1,160,362</b>
<b>Operating result before income tax</b>	<b>27,599</b>	<b>48,022</b>	<b>(20,423)</b>	<b>39,491</b>
<b>Income tax related to continuing operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating result from continuing operations</b>	<b>27,599</b>	<b>48,022</b>	<b>(20,423)</b>	<b>39,491</b>

Note: The complete UTS financial statements are available in volume two of this annual report.

## Balance sheet

at 31 December 2019

	University			
	Actual 2019 \$'000	Budget 2019 \$'000	Variance 2019 \$'000	Budget 2020 \$'000
<b>Current assets</b>				
Cash and cash equivalents	96,457	76,795	19,662	70,478
Receivables	29,403	29,427	(24)	31,790
Other contract assets	1,824	-	1,824	0
Other financial assets	18,381	14,132	4,249	18,381
Other non-financial assets	21,617	28,443	-6,826	21,617
<b>Total current assets</b>	<b>167,682</b>	<b>148,797</b>	<b>18,885</b>	<b>142,266</b>
<b>Non-current assets</b>				
Receivables	636,330	597,142	39,188	669,460
Other financial assets	59,683	20,513	39,170	59,683
Other non-financial assets	802	15,000	(14,198)	0
Property, plant and equipment	2,484,770	2,387,657	97,113	2,555,054
Intangible assets	39,518	30,000	9,518	47,647
<b>Total non-current assets</b>	<b>3,221,103</b>	<b>3,050,312</b>	<b>170,791</b>	<b>3,331,844</b>
<b>Total assets</b>	<b>3,388,785</b>	<b>3,199,109</b>	<b>189,676</b>	<b>3,474,110</b>
<b>Current liabilities</b>				
Trade and other payables	85,883	56,534	(29,349)	29,877
Borrowings	14,912	5,000	(9,912)	13,496
Provisions	115,427	40,400	(75,027)	114,269
Other financial liabilities	3,232	-	(3,232)	3,232
Other liabilities	45,687	44,612	(1,075)	46,806
Contract liabilities	40,510	-	(40,510)	30,382
<b>Total current liabilities</b>	<b>305,651</b>	<b>146,546</b>	<b>(159,105)</b>	<b>238,062</b>
<b>Non-current liabilities</b>				
Borrowings	398,244	447,891	49,647	478,653
Provisions	683,041	704,027	20,986	716,033
Other financial liabilities	-	-	-	-
Other liabilities	-	-	-	-
<b>Total non-current liabilities</b>	<b>1,081,285</b>	<b>1,151,918</b>	<b>70,633</b>	<b>1,194,686</b>
<b>Total liabilities</b>	<b>1,386,936</b>	<b>1,298,464</b>	<b>(88,472)</b>	<b>1,432,748</b>
<b>Net assets</b>	<b>2,001,849</b>	<b>1,900,645</b>	<b>101,204</b>	<b>2,041,362</b>
<b>Equity</b>				
Reserves	958,843	823,196	135,647	958,843
Retained surplus	1,043,006	1,077,449	(34,443)	1,082,519
<b>Total equity</b>	<b>2,001,849</b>	<b>1,900,645</b>	<b>101,204</b>	<b>2,041,362</b>

Note: The complete UTS financial statements are available in volume two of this annual report.



## Cash flow statement

for the year ended 31 December 2019

	University			
	Actual 2019 \$'000	Budget 2019 \$'000	Variance 2019 \$'000	Budget 2020 \$'000
<b>Cash flows from operating activities</b>				
Australian Government grants	496,430	502,226	(5,796)	524,596
State and local government grants	4,963	5,023	(60)	4,963
HECS-HELP – student payments	18,992	20,000	(1,008)	20,000
Receipts from student fees and other customers	627,717	575,743	51,974	644,568
Dividends received	2,700	2,700	-	655
Interest received	3,884	4,000	(116)	1,000
Payments to suppliers and employees (GST inclusive)	(965,306)	(958,655)	(6,651)	(1,022,782)
Interest payments	(6,939)	(2,071)	(4,868)	(13,000)
Short-term lease payments	(1,048)	-	(1,048)	-
Lease payments for leases of low value assets	(908)	-	(908)	-
<b>Net cash inflow/(outflow) from operating activities</b>	<b>180,485</b>	<b>148,966</b>	<b>31,519</b>	<b>160,000</b>
<b>Cash flows from investing activities</b>				
Proceeds from sale of property, plant and equipment	43	-	43	-
Proceeds from sale of financial assets	848	-	848	-
Payments for financial assets	(1,849)	-	(1,849)	-
Payments for property, plant and equipment	(223,379)	(295,360)	71,981	(229,000)
<b>Net cash inflow/(outflow) from investing activities</b>	<b>(224,337)</b>	<b>(295,360)</b>	<b>71,023</b>	<b>(229,000)</b>
<b>Cash flows from financing activities</b>				
Proceeds from lease incentives	12,500	-	12,500	-
Proceeds from borrowings	-	144,000	(144,000)	84,000
Repayment of borrowings	-	-	-	-
Payment of capitalised borrowing costs	(8,678)	(9,929)	1,251	(2,000)
Repayment of lease liabilities	(11,212)	(5,988)	(5,224)	(13,000)
<b>Net cash inflow/(outflow) from financing activities</b>	<b>(7,390)</b>	<b>128,083</b>	<b>(135,473)</b>	<b>69,000</b>
<b>Net increase/(decrease) in cash held</b>	<b>(51,242)</b>	<b>(18,311)</b>	<b>(32,931)</b>	<b>-</b>
<b>Cash at beginning of reporting period</b>	<b>147,699</b>	<b>95,106</b>	<b>52,593</b>	<b>70,000</b>
<b>Cash at end of reporting period</b>	<b>96,457</b>	<b>76,795</b>	<b>19,662</b>	<b>70,000</b>

Note: The complete UTS financial statements are available in volume two of this annual report.

## Meetings of UTS Council members

The numbers of meetings of the members of the UTS Council, and of each committee and group, held during the year ended 31 December 2019, and the number of meetings attended by each member, were:

Member	1	2	3*	4	5	6*	7	8*	9*	10	11	Total
Dr Sue Barrell	A B	A B	A B	A B	A B	A B	A B	A B	A B	A B	A B	A B
Professor Larissa Behrendt	6 5	-	-	-	-	-	-	-	-	-	-	6 5
Peter Bennett	6 5	-	-	-	-	-	-	-	-	-	-	6 5
Priyanshu Bhardwaj	6 6	-	4	-	-	-	-	-	-	-	-	10 10
Professor Attila Brungs	6 5	-	-	-	-	-	-	-	-	-	3 2	9 7
Micheline Collopy	6 6	-	-	6 6	3 3	1 1	-	1 1	-	-	-	17 17
Professor Joanne Gray	6 6	6 6	-	6 5	-	-	-	-	-	-	3 3	21 20
Dianne Hill (started July 2019)	6 6	-	-	-	-	1 1	-	-	-	-	-	7 7
Associate Professor Sarah Kaine	3 2	-	-	-	-	-	-	-	-	-	-	3 2
Dr John Laker, AO	6 6	-	-	-	-	1 1	-	-	-	-	-	7 7
Catherine Livingstone, AO	6 6	-	-	6 6	-	1 1	-	-	4 4	2 2	-	19 19
Aaron Ngan	6 5	6 6	-	6 6	3 3	1 1	-	1 1	4 4	2 2	-	29 28
Alicia Pearce	6 6	-	-	-	-	-	-	-	-	-	3 3	9 9
Aden Ridgeway	6 6	-	-	-	-	-	-	-	-	-	-	6 6
Dr Ron Sandland, AM	6 3	-	-	-	-	-	-	-	-	-	-	6 3
Dr Merilyn Sleight (ended November 2019)	6 5	-	4 4	-	-	1 1	-	1 1	-	-	-	12 11
Tony Tobin	6 5	-	4 3	-	-	-	-	-	-	-	-	10 8
	6 6	-	-	-	3 3	1 1	-	1 1	4 4	2 2	-	17 17

1. Council  
 2. Audit and Risk Committee  
 3. Commercial Activities Committee  
 4. Finance Committee  
 5. Governance Committee  
 6. Honorary Awards Committee  
 7. Joint Audit and Risk and Finance Committee  
 8. Nominations Committee  
 9. Physical Infrastructure Committee  
 10. Remuneration Committee  
 11. Student Council Liaison Group

\*: Indicates that, for this committee, the composition allows for the Vice-Chancellor 'or nominee' to attend. Figures for the Vice-Chancellor only include those meetings he attended, not those possible or attended by his nominee (if such nomination has occurred).

A: Represents the number of meetings held during the time the member held office or was a member of the committee during the year. A dash indicates that a member is not entitled to attend that particular committee meeting.

B: Represents the number of meetings attended by the member.

## Employees

### Workforce size: full-time equivalent and actual

Total staff (FTE) increased during 2019 by seven per cent.

Academic staff represent 47 per cent of staff.

	2017	2018	2019
<b>FTE staff</b>			
Academic	1229.8	1349.6	1462.7
Professional	1763.0	1826.4	1985.2
<b>Total</b>	<b>2992.8</b>	<b>3176.0</b>	<b>3447.9</b>
<b>Casual staff</b>			
Academic	510.3	531.4	535.6
Professional	273.3	276.4	283.2
<b>Total</b>	<b>783.6</b>	<b>807.8</b>	<b>818.8</b>
<b>Actual persons<sup>1,2</sup></b>			
Academic	1348	1484	1592
Professional	1879	1953	2116
<b>Total</b>	<b>3227</b>	<b>3436</b>	<b>3708</b>

1. Continuing and fixed-term.

2. Some staff are employed as both academic and professional staff.

## Workforce diversity

UTS is committed to a workforce that draws on the diversity of people in the community. Information on UTS's workforce diversity and inclusion achievements and strategies throughout the year is available from the social change section.

		2015	2016	2017	2018	2019
<b>Academic staff</b>						
Women	%	43.5	43.2	43.3	43.0	<b>44.1</b>
	headcount	500	521	586	635	<b>711</b>
Aboriginal and Torres Strait Islander Peoples	%	1.0	0.7	1.3	1.8	<b>2.1</b>
	headcount	11	9	17	27	<b>34</b>
People whose first language was not English	%	20.0	18.2	19.2	21.1	<b>20.0</b>
	headcount	230	220	260	311	<b>323</b>
People with disability	%	3.3	3.1	2.8	2.7	<b>2.6</b>
	headcount	38	38	38	40	<b>41</b>
<b>Professional staff</b>						
Women	%	60.9	60.7	60.8	60.8	<b>62.6</b>
	headcount	1022	1052	1127	1179	<b>1298</b>
Aboriginal and Torres Strait Islander Peoples	%	1.0	0.9	1.2	1.2	<b>1.4</b>
	headcount	16	15	23	23	<b>30</b>
People whose first language was not English	%	18.3	16.8	17.5	16.7	<b>16.6</b>
	headcount	307	292	324	324	<b>345</b>
People with disability	%	3.5	3.0	2.9	2.6	<b>2.4</b>
	headcount	58	52	53	50	<b>50</b>

• Information is provided on all full-time and part-time staff employed at 31 March each year in line with Australian Government data collections.

• Staff on leave without pay are included in the figures.

## Senior executive remuneration

The average total remuneration package of senior executives in 2019 was \$625,000 (2018: \$493,000). 0.80 per cent of the university's employee related expenditure in 2019 was related to senior executives, compared to 0.87 per cent in 2018.

Band	2018		2019	
	Female	Male	Female	Male
Band 4 (Secretary)	-	1	1	1
Band 3 (Deputy Secretary)	2	4	2	4
Band 2 (Executive Director)	-	-	-	-
Band 1 (Director)	1	2	-	-
<b>Total</b>	<b>3</b>	<b>7</b>	<b>3</b>	<b>5</b>

Band	Range	Numbers	
		2018	2019
Band 4 (Secretary)	\$700,000-\$1,100,000	1	2
Band 3 (Deputy Secretary)	\$400,000-\$699,999	6	6
Band 2 (Executive Director)	\$300,000-\$399,999	-	-
Band 1 (Director)	\$150,000-\$299,999	3	-

## Statement on Voluntary Code of Best Practice for the Governance of Australian Public Universities

The Voluntary Code of Best Practice for the Governance of Australian Public Universities provides a framework to assess performance and to ensure transparency and accountability in a university's governance arrangements.

The code was amended in 2018. With the introduction of the amended code, UTS reviewed its interpretations of the code's requirements and reassessed its view on its compliance status. For protocol 12(b), regarding the independence of controlled entity board directors, UTS has chosen in some instances to not adhere to the protocol's requirements. This approach has been the case since the code's adoption.

In 2019, UTS was fully compliant with 13 of the 14 protocols within the code. The university reviews its compliance on an annual basis.

## Controlled entities

### accessUTS Pty Limited

accessUTS Pty Limited is a wholly owned company of the university.

accessUTS's mission is to provide a professional gateway for government, industry and the community to access the knowledge, expertise and resources of UTS.

### Insearch

Insearch Limited is a registered private higher education provider. It is a pathway provider to UTS.

Insearch offers academic English programs, UTS Foundation Studies and higher education diplomas.

## UTS Global Pty Ltd

UTS Global Pty Ltd provides management and administrative services to the university related to UTS representative offices overseas.

Currently, UTS Global Pty Ltd provides services related to the strategic direction and management of:

- a representative office in Beijing, China, UTS Beijing Ltd, which is a wholly foreign-owned entity of which UTS Global Pty Ltd is the only shareholder, and which provides relationship management, market intelligence and profile-building services to UTS; and
- UTS Research and Innovation Institute (Shenzhen) Co Ltd, also a wholly foreign-owned entity of which UTS Global Pty Ltd is the only shareholder, which provides business development, technology transfer, consultancy and industry engagement services to UTS, particularly research-focused engagement.

UTS Global Pty Ltd directors and management comprise current UTS executive and staff, and UTS Beijing staff for that company.

## Cultural diversity

UTS values the richness of our culturally diverse community and the enormous benefits that diversity brings to our university.

Our students come from more than 120 different countries, half were born outside Australia and 49 per cent speak a language other than English at home. Our staff identify with more than 65 cultural backgrounds and around 40 per cent spoke a language other than English as a child.

Aligned with this, UTS is required by the New South Wales Government to embed four key principles – service delivery, planning, leadership and engagement – into its core business.

We aim to promote a positive and supportive learning environment for our students, and an inclusive workplace for our employees. In 2019 we offered a wide range of activities and programs.

- UTS Residential Life Program: UTS's housing team put on events, activities and training programs to encourage cross-cultural communication. Students are challenged to overcome cultural biases, reassess stereotypical beliefs and develop friendships.
- English conversation sessions: Volunteer alumni and staff run English conversation sessions (UTS's Higher Education Language and Presentation Support (HELPS) program) attended by students from languages other than English backgrounds. Students also volunteered in a buddy program supporting international students.
- TalkFest connects students and volunteers from all backgrounds and faculties across UTS, promoting cultural exchange and community. It offers students an opportunity to network with each other while participating in rounds of group discussion and games.

- Refugee mentoring: First-year students who identify as being current or past holders of a permanent humanitarian visa can join the transition and academic support program where they receive tutoring assistance from an experienced UTS student.
- UTS multi-faith chaplaincy: A visiting chaplaincy service assists students and staff of all faith traditions and those of no faith. There are bookable spaces for students and staff to carry out activities related to their faith tradition.
- Support for the Australian Human Rights Commission's campaign Racism. It Stops with Me and its message to stand up to racism in everyday situations rather than being an indifferent bystander.
- Multicultural and Indigenous Women's Network: The network enables multicultural and Indigenous women working at UTS to realise their full potential and experience equity and justice at work.
- Cultural awareness training and Aboriginal cultural awareness training was held to increase our staff's cultural awareness.
- An academic peer-mentoring program was held for academics from refugee backgrounds.
- The UTS Network Cafe held weekly meetings throughout the year for new international, study abroad and exchange students to meet local students (peer networkers).
- In collaboration with the Australian Technology Network, we piloted online modules for international students to help them prepare for work-integrated learning experiences.
- We also piloted an industry immersion program to help students with no or limited work experience to shadow industry for three days.
- We worked with the Centre for Social Justice and Inclusion, the Queer Collective and ACON to hold a speed mentoring event for UTS's LGBTQI+ community to connect with organisations.
- We held multiple salary negotiation workshops for female students.
- We collaborated with accessibility and the Australian Network on Disability to promote internships and mentoring programs. We had the largest number of students to date accepted on the programs.

### Careers

Our careers service ran several programs and pilots this year in support of UTS's cultural diversity.

- We held programs and events to help international students understand the Australian workplace. We give international students the opportunity to connect with organisations and gain local experience.
- Throughout orientation religious, cultural, political, sporting and social clubs set up stalls for new students to connect with other students.
- The UTS Peer Network is a volunteer program where local and international students help to welcome new UTS students during orientation and throughout the year.

## Sustainability

UTS is committed to creating a sustainable future. This year we completed the last milestone of our 10-year campus master plan with the opening of UTS Central. The building is certified 5 star Green Star, which represents Australian excellence in sustainable design and construction. This follows the awarding in 2018 of a 6 star rating for our Institute for Sustainable Futures fit-out and our Vicki Sara building, representing world leadership in sustainable design.

UTS was the first Australian university to sign the Climate Emergency Declaration (declare a climate emergency e-petition submitted to parliament) in September this year.

We continued to implement the UTS Sustainability Strategy 2017–2020. Our staff, students, partners and the community are working together to achieve positive sustainable outcomes.

Key sustainability activities and achievements for 2019 include the following.

- UTS opened Australia's first plastic free food court in UTS Central and started delivering the UTS plastic free plan. We're aiming to eliminate the most common single-use plastic items from our campus, including straws, bags, food containers, bottles and plastic-lined coffee cups and replace them with reusable, recyclable and compostable alternatives. We held awareness raising events in our community including BYO cup day, promoted our plastic free goals through a communication campaign and involved students in the launch of our food court.
- UTS continued to roll out our electric vehicle charging network across campus with 2-type chargers installed in building 10, adding to existing chargers in building 6. The system uses the Evertly smart control and payment platform, a startup from the UTS-hosted EnergyLab cleantech startup accelerator. Drivers can use this website and app to book a parking space and pay online for recharging.
- UTS was awarded the continuous improvement award at the Tertiary Education Facilities Management Association Clever Campus Awards in recognition of our consistent and demonstrated improvements in the energy and carbon sector between 2013 and 2018.
- For the first time, we ran a green impact behaviour change program to encourage staff and students to become involved in sustainability activities. In total, 14 teams participated initiating 260 sustainability actions across campus.
- The Australian-first precinct energy-sharing project between UTS and Enwave Energy at Central Park started delivering imported chilled water to the UTS Central building. It is meeting over half of our Broadway campus air conditioning needs, significantly improving efficiency and reducing emissions.

- UTS agreed a 25-year rooftop licence with Dexus to cover the whole roof of the Botany business park at Lord Street, which houses UTS Tech Lab. This is a good example of UTS working collaboratively with partners on renewable energy initiatives across UTS campuses. With this installation on a leased property, which is due to start construction in 2020, UTS demonstrates to other landlords and tenants a way of incorporating renewable energy in commercial and industrial precincts.
- We celebrated World Environment Day, held events during Green Week, held walk and ride to UTS days and celebrated our UTS Green Heroes.
- The 2SER Think: Sustainability weekly radio and podcast program continued to grow, with approximately 80,000 podcast downloads in 2019 and 100,000 weekly radio listeners. The most popular download was a two-part series on the rise of eco-fascism, which achieved more than 11,000 downloads.

During 2019, UTS increased electricity by one per cent and gas by nine per cent. This is partly due to the commissioning of the UTS Central building during the cooler winter months. Our water consumption decreased by 2.6 per cent; a reflection of the strict water restrictions in place over the summer, but also of higher efficiencies due to chilled water imports. Overall this is a positive achievement despite an increase in floor space and total staff and student numbers.

More information on UTS's sustainability achievements is available in the UTS Sustainability Report available on the UTS website.

## Consumer response

In May 2019 the Student Complaints Resolution Office (SCRO) was established and began formally operating in late July. The office functions as a central point of receipt and management of complaints.

Complaints are triaged and addressed by the relevant faculty or administrative area of the university. Support and advice is provided by the SCRO and the SCRO maintains records and statistics about the type, number and outcome of complaints.

The majority of complaints relate to the university's existing processes. In the majority of cases those processes were appropriately applied and complaints resolved by way of an additional explanation to the student.

The SCRO will use data from complaints to identify and make recommendations for improvements to the university's processes and procedures.

## Legal change

### New legislation

#### Changes to competition and consumer law

Until recently, licences, assignments and other dealings in patents, designs, copyright, trade marks and other forms of intellectual property (IP) were exempt in some situations from the prohibition on certain restrictive trade practices and cartels under the Competition and Consumer Act 2010 (Cwth) (CCA).

This exemption was removed on 12 September 2019, with the repeal of section 51(3) of the CCA. According to the Productivity Commission Review of Intellectual Property Arrangements in 2016, and the 2015 Harper Competition Policy Review, the removal of the IP exemption will encourage competition and the development of intellectual property in Australia and will align Australian practice with Europe, Canada and the United States.

Following the repeal of s 51(3) of the CCA, universities will now need to carefully scrutinise their existing and future contracts and dealings relating to the exploitation of IP to ensure that they do not contravene the restrictive trade practice and cartel prohibitions under Part IV of the CCA.

### Amendment to whistleblower laws

The Treasury Laws Amendment (Enhancing Whistleblower Protections) Act 2019 (Whistleblower Act) aimed to improve whistleblowing protections and discourage white collar crime. The Whistleblower Act made important changes to the Corporations Act 2001 (Cwlth) and the Taxation Administration Act 1953 (Cwlth).

Major reforms include the extension of protection to disclosure in relation to breaches of tax laws, ASIC laws and APRA laws, the expansion of the scope of 'eligible whistleblowers' and 'eligible recipients'. While some doubt has been expressed about whether the law strictly applies to universities created by state statutes, nevertheless many universities have or are upgrading their policies to reflect the new requirements and protections under these amendments.

### Update on modern slavery legislation

Last year we reported on the enactment of the NSW and Commonwealth Modern Slavery Acts. The Commonwealth Act came into effect in January 2019, however the fate of the NSW Act remains uncertain.

The NSW Act faced considerable criticism from some sectors, particularly in relation to its punitive nature. By contrast to the federal law, which has no penalties for companies who deliberately file false or misleading information on their anti-slavery efforts, the NSW legislation imposes fines of up to \$1.1 million or two years jail.

The federal legislation also has a higher turnover threshold for compulsory reporting: \$100 million, compared with \$50 million. In response to the criticism, the NSW Government announced in 2019 that a further parliamentary inquiry of the legislation will be undertaken before the Act is proclaimed. To date this inquiry has not occurred.

In 2019, the federal government issued its Guidance for Modern Slavery Act Reporting Entities, which aims to assist reporting entities with the steps they need to take to comply with their reporting responsibilities.

In light of the turnover thresholds, the Commonwealth Act will apply to UTS. UTS will need to lodge its first modern slavery statement by 30 June 2021.

### Significant proposed legislation

The Tertiary Education Quality and Standards Agency Amendment (Prohibiting Academic Cheating Services) Bill 2019 proposes to amend the Tertiary Education Quality and Standards Agency Act 2011 (Cwlth), which will create a new criminal offence of providing or advertising an academic cheating service on a commercial basis. This is in response to media reports of cheating in assignments and exams at universities across Australia.

The Bill would also broaden the role of TEQSA to take steps to prevent or reduce use and promotion of academic cheating services in courses provided by higher education providers. It is focused on providers of the cheating services, rather than the students using them, but it has been the subject of concern among universities to ensure that legitimate academic support services are not unintentionally caught by these proposed laws.

### Significant cases

#### Collecting bio-metric information from employees in breach of employees' privacy

In the decision of *Lee v Superior Wood* [2019] FWCFB 2946, the full bench of the Fair Work Commission found that a direction requiring an employee to consent to biometric attendance scanning is unlawful as it infringed the employees' rights under the Privacy Act 1988 (Cwlth) (Privacy Act). Therefore, the termination of Mr Lee's contract by Superior Wood, in this case, was unfair.

This decision is significant for employers subject to the Privacy Act as immediate steps should be taken to minimise risks of privacy-related complaints including making sure under which circumstances employees' personal information can be collected and obtain employees' consent if necessary.

#### Disciplinary action found unlawful as infringement of academic freedom

The Federal Circuit Court's decision in *Ridd v James Cook University* [2019] FCCA 997 determined that disciplinary action may be unlawful if it contravenes academic freedom. In this case, James Cook University (JCU) terminated Professor Ridd's employment after he

made public comments to media outlets questioning the quality of the research done by another academic from JCU.

JCU formed the view that Professor Ridd's conduct constituted serious misconduct and failure to maintain confidentiality, therefore he had breached the JCU Code of Conduct. Professor Ridd argued that he had exercised his rights of academic freedom under JCU's Enterprise Agreement (EA) and so his conduct was not unlawful.

The court determined that the JCU Code of Conduct, which could be amended at the initiative of the university, could not override the right to intellectual freedom under the EA. Further, the court found that JCU had no basis under the EA to issue confidentiality directions to Professor Ridd. The provisions JCU purported to rely on were intended to operate solely for the benefit and protection of JCU academics, not JCU.

Therefore, the court found the termination of Professor Ridd was unlawful and ordered JCU to pay Professor Ridd more than \$1 million in compensation. We understand that JCU is appealing the decision.

#### University dispute with its commercialisation partner

The University of Sydney (the university) has prevailed in a long running dispute concerning intellectual property and contract termination arising from work to commercialise a glaucoma testing technique developed by the university.

Justice Burley upheld the university's termination of its license to the partner, ObjectiVision, after it failed to meet certain conditions and rejected ObjectiVision's cross-claim for copyright infringement, based on further development of the technology conducted by the university and its new partner.

This judgment is significant to universities including UTS. Following the judgement of this case, universities need to ensure that any commercialisation or licensing arrangement, particularly one that grants exclusivity, contains clear and appropriate termination rights and that they obtain written copyright assignments signed by each person involved in the creation and development of the intellectual property.

### TEQSA reduced the registration period and imposed additional conditions on a NSW university

In May 2019, TEQSA reduced the period of renewal of registration of a NSW university from seven years to four years and imposed additional conditions on its registration. These included conditions relating to academic governance and misconduct, and quality and oversight of third-party providers. Initially TEQSA required the university to stop enrolling students in third party provided courses, although that condition was subsequently revoked.

Accordingly, it seems that the imposition of conditions on universities may be a significant means for TEQSA to regulate quality and compliance with its standards and guidelines in its role as a higher education regulator in future. As a result, universities are now more focused on their applications for renewal of registration and, in some cases, rethinking their approach.

### Public interest disclosures

UTS received no public interest disclosures this year.

Our Fraud and Corruption Prevention and Public Interest Disclosures Policy and Guidelines (available on the UTS website) address our legal and ethical obligations to prevent, monitor and report fraud and corrupt conduct.

These documents describe the framework for dealing with fraud and corruption risks faced by UTS. They outline how to make disclosures of corrupt conduct, maladministration, serious and substantial waste, and government information contraventions.

### Overseas travel

The university paid \$10.07 million for overseas travel in 2019 (compared with \$10.09 million in 2018). These payments supported a wide range of activities, including attendance and presentation of research papers at international conferences, staff development, and research and teaching at affiliated institutions.

### Land disposals

The university disposed of no land in 2019.

### Cyber security

UTS has managed cyber security risks in a manner consistent with the mandatory requirements set out in the NSW Government Cyber Security Policy.

The UTS Information Technology Security Vice-Chancellor's Directive, along with supporting cyber security standards and guidelines, define the fundamental principles for the protection of UTS's information resources and the controls needed to ensure compliance with internal and external regulatory and legislative requirements.

The standards and guidelines align with ISO27001 while leveraging the NSW Cyber Security Policy, the National Institute of Standards and Technology's Cybersecurity Framework and the Australian Signals Directorate's Strategies to Mitigate Cyber Security Incidents.

The directive is available on the UTS website and as a PDF document. All users of UTS's information technology resources must comply with the directive.

The university has cyber incident response processes in place. The university's Data Governance Policy (available on the UTS website) establishes principles and practices for effective management and use of UTS corporate data.

Cyber security is a critical issue for us. We continue to strengthen the university's resilience against cybercrime and other IT security risks. This includes:

- ongoing implementation of the IT security strategy roadmap
- monitoring changes in risk profile/new environmental factors
- embedding new data governance policies
- continuing to raise staff awareness of data responsibilities and cyber security risks

- a formal user awareness program to train staff on how to identify scam emails and what to do about them
- remaining connected and informed through our external partners and networks
- reporting of cyber security matters to the university executive and relevant committees.

### Privacy

UTS is bound by the 12 information protection principles contained within the Privacy and Personal Information Protection Act 1998 (NSW) (PIIP Act). This Act covers the university in relation to how it manages personal information on or after 1 July 2000, and health information on or after 1 July 2000 until 1 September 2004.

UTS is also bound by the 15 health privacy principles contained within the Health Records and Information Privacy Act 2002 (NSW) (HRIP Act). This Act covers the university in relation to how it manages health information on or after 1 September 2004.

Although UTS is not directly covered by the Privacy Act 1988 (Cwlth), its principles may apply in certain circumstances in relation to university activities that are governed by other federal legislation or codes of practice and data breach reporting.

How UTS manages personal and health information

The management of personal and health information is governed by the university's Privacy Policy and Privacy Management Plan.

The Privacy Management Plan is required under the PIIP Act and is essentially a statement of how UTS complies with both New South Wales privacy acts.

The plan includes information for both members of the public and UTS staff about:

- various UTS policies and practices that govern privacy
- details of information and training programs for staff



- how UTS complies with information protection and health privacy principles including details of how UTS collects, uses and protects information, and examples of when information may be disclosed
- details of the university's internal review process, and
- a summary of the types of information UTS collects and holds.

Both the policy and the plan are available on UTS's policy website. Where appropriate, privacy requirements are also specifically referenced in other policies.

### Activities during 2019

- The university's Privacy Policy and Privacy Management Plan were reviewed in 2019. The review considered changes in UTS's activities and application of various technologies, and the obligations under any relevant changes in legislation, including the European Union's General Data Protection Regulation (GDPR). The revised policy and plan were ready for approval at the end of 2019 and are expected to become effective in early 2020.
- There was a continued and increased focus on building privacy into information system design and development as part of the project planning stage. Privacy is considered of high importance by project teams where a new system may involve personal or health information.
- Work commenced on a new privacy awareness regime at UTS, including consideration of online training for staff, as well as consideration of a new privacy contact network (that is planned to start in 2020).

### Reviews

The university completed one internal review in 2019. The outcome of this review was that no privacy breach was identified. No other internal reviews were conducted during 2019 under section 53 of the PPIP Act.

### Data breaches

The university had no eligible data breaches for mandatory notification in 2019 under Part IIIC of the Privacy Act 1998 (Cwth), or under the GDPR where applicable.

## Right to information

### Review of proactive release program

Under section 7 of the Government Information (Public Access) Act 2009 (NSW) (GIPA Act), agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

UTS's program for the proactive release of information involves decisions made at the business activity level regarding what information should be made public on the university's website. Consideration of proactive release is undertaken on an ongoing basis, and considered annually by the right to information team. Information relating to ongoing business and key projects and activities considered of interest to the wider community is proactively released on the UTS website.

- **News:** The UTS Newsroom includes news stories of interest, including media releases, and informs the public of activities happening at UTS.
- **Sustainability:** UTS strives to continually improve its sustainability performance. Information is available on the UTS website relating to our targets, sustainability-related activities and performance.
- **Campus development:** UTS has continued its program of building works and improvements that began in 2014. This continued in 2019 with the completion and opening of the new UTS Central building. Information on campus developments is of interest to current and potential staff and students, as well as the local community.
- **Facts, figures and ratings:** Information known to be of interest to the public includes information on the university's ratings against other universities, and facts and figures including information on student numbers, diversity, performance and completion rates, and graduate employment. This information is released for the benefit of past, present and future students, as well as donors, partners and supporters.

- **Governance:** The GIPA Act requires certain governance information to be made public, such as policy documents. These are available on the UTS website. Additional governance information is proactively released to inform staff, students and members of the public about the governance frameworks at UTS and important university decisions. Governance information proactively released includes information about the UTS Council and Academic Board and associated committees, agenda and minute documents, and the Academic Board's newsletter.
- **Strategy:** The university's new strategy, UTS 2027, was underway in 2019. It was shaped by ideas from staff, students, alumni and industry partners. Information on UTS 2027 is available on the UTS website.

In addition to the above, the review focused on trends identified through requests for information, including applications under the GIPA Act. Any information available regarding informal requests was also considered. No trends in requests were identified. As a result no further information was proactively released.

### Number of access applications received

During the reporting period, UTS received a total of 15 valid access applications. Two additional invalid applications were received that were not made valid during 2019, including one that contravened a restraint order under section 110 of the GIPA Act.

### Number of refused applications for Schedule 1 information

During the reporting period, UTS refused access to some information covered under two applications due to a conclusive public interest against disclosure under Schedule 1 to the GIPA Act.

## Statistical information about access applications

**Table A: Number of applications by type of applicant and outcome<sup>1</sup>**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	2	2	–	1	–	–	–	–
Members of parliament	2	1	–	1	–	–	–	–
Private sector business	–	–	1	–	–	–	–	–
Not-for-profit organisations or community groups	–	1	–	1	–	–	–	–
Members of the public (application by legal representative)	–	–	–	–	–	–	–	–
Members of the public (other)	3	4	–	1	–	–	–	–

1. More than one decision can be made in respect of a particular access application. Each decision is individually recorded.

**Table B: Number of applications by type of application and outcome<sup>1</sup>**

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications <sup>2</sup>	2	2	–	–	–	–	–	–
Access applications (other than personal information applications)	4	5	1	3	–	–	–	–
Access applications that are partly personal information applications and partly other	1	1	–	1	–	–	–	–

1. More than one decision can be made in respect of a particular access application. Each decision is individually recorded.

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

**Table C: Invalid applications**

Reason for invalidity	Number
Application does not comply with formal requirements (s 41)	3
Application is for excluded information of the agency (s 43)	–
Application contravenes restraint order (s 110)	1
<b>Total number of invalid applications received</b>	<b>4</b>
Invalid applications that subsequently became valid applications	2

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to the GIPA Act<sup>1</sup>

Overriding public interest against disclosure	Number of times consideration used
Overriding secrecy laws	-
Cabinet information	-
Executive Council information	-
Contempt	-
Legal professional privilege	2
Excluded information	-
Documents affecting law enforcement and public safety	-
Transport safety	-
Adoption	-
Care and protection of children	-
Ministerial code of conduct	-
Aboriginal and environmental heritage	-
Information about complaints to Judicial Commission	-
Information about authorised transactions under <i>Electricity Network Assets (Authorised Transactions) Act 2015</i>	-
Information about authorised transaction under <i>Land and Property Information NSW (Authorised Transaction) Act 2016</i>	-

1. More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application).

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the GIPA Act<sup>1</sup>

Public interest considerations against disclosure	Number of occasions when application not successful
Responsible and effective government	2
Law enforcement and security	-
Individual rights, judicial processes and natural justice	8
Business interests of agencies and other persons	3
Environment, culture, economy and general matters	-
Secrecy provisions	-
Exempt documents under interstate freedom of information legislation	1

1. More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application).

Table F: Timeliness

Timeliness	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	13
Decided after 35 days (by agreement with applicant)	-
Not decided within time (deemed refusal)	-
<b>Total</b>	<b>13</b>

Note: One application received late in 2017 was decided early 2018 within time.

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

Type of review	Decision varied	Decision upheld	Total
Internal review	1	-	1
Review by Information Commissioner <sup>1</sup>	1	1	2
Internal review following recommendation under section 93 of the GIPA Act	-	-	-
Review by NSW Civil and Administrative Tribunal	-	-	-
<b>Total</b>	<b>2</b>	<b>1</b>	<b>3</b>

Note: Two applications lodged with NCAT were dismissed in 2018 with no decision to vary or uphold the university's decision.

1. The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

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

Type of applicant	Number of applications for review
Applications by access applicants	4
Applications by persons to whom information the subject of access application relates (s 54)	-

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the GIPA Act (by type of transfer)

Type of transfer	Number of applications transferred
Agency-initiated transfers	-
Applicant-initiated transfers	-

## Internal audit and risk management attestation statement for the 2019 financial year

We, the undersigned, are of the opinion that the University of Technology Sydney has internal audit and risk management processes in operation that are compliant with the eight core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector, specifically:

(For each requirement, please specify whether compliant, non-compliant, or in transition.)

Risk management framework		
1.1	The agency head <sup>1</sup> is ultimately responsible and accountable for risk management in the agency	Compliant
1.2	A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
Internal audit function		
2.1	An internal audit function has been established and maintained	Compliant
2.2	The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3	The agency has an Internal Audit Charter that is consistent with the content of the 'model charter' <sup>2</sup>	Compliant
Audit and Risk Committee		
3.1	An independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2	The Audit and Risk Committee is a committee providing assistance to the UTS Council and to the Vice-Chancellor on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3	The Audit and Risk Committee has a charter that is consistent with the content of the 'model charter' <sup>2</sup>	Compliant

1. Agency head is defined as the 'Council of the University of Technology Sydney' within Schedule 2 of the *Public Finance and Audit Act 1983* (NSW).

2. Model charter as prescribed in NSW Treasury's TPP15-03 'Internal Audit and Risk Management Policy for the NSW Public Sector'.

### Membership

The chair and members of the Audit and Risk Committee for 2019 are:

- Chair: Michelene Collopy, 1 November 2018 to 31 October 2020
- Member (Council): Catherine Livingstone, AO, 1 November 2018 to 31 October 2020
- Member (Council, who is also a member of the Finance Committee): Dianne Hill, 27 November 2019 to 31 October 2020
- Member: Chris Westworth, 1 November 2018 to 31 October 2020
- Member: Terry Rooney, 1 November 2018 to 6 February 2020



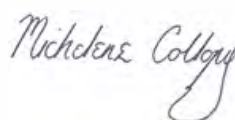
Director of Risk  
Nick Glover



Director, Internal Audit  
Frederik Theron



Vice-Chancellor and President  
Professor Attila Brungs



Chair, Audit and Risk Committee  
Michelene Collopy

## Internal audit

### Internal audit program 2019

Portfolio	Operational units	Business process (scope)
DVC (Corporate Services), Provost	Human Resources Unit, faculties and divisions	Workplace health, safety and wellbeing — framework and off site activities (international travel)
DVC (Corporate Services)	Information Technology Division	Cyber risk management (IT security governance including WiFi and server management)
DVC (Research), Provost	Office of the DVC (Research), Research Office, faculties, Institute for Public Policy and Governance, Institute for Sustainable Futures	Research grant management and administration
DVC (Research)	Office of the DVC (Research), Information Technology Division	Research data governance framework
Provost, all DVCs	All faculties and divisions	Contractor and third party management
Vice-Chancellor	Office of the Vice President, Advancement	Donations and philanthropy (including alumni)
DVC (Corporate Services), DVC (International), DVC (Resources)	Student Administration Unit, International, Financial Services Unit	Fees management, invoicing and student fee adjustments, non-tuition student fees and charges, accounts receivable students
DVC (Education and Students), Provost, Dean Graduate Research School	Academic Programs Office, faculties, GRS	Course development and reaccreditation
DVC (Research), Provost	Office of the DVC (Research), Research Office, faculties	Industry and commercial research management
Provost, DVC (Education and Students)	Academic Programs Office, faculties	Academic standards, academic quality assurance

## Risk management

UTS employs a range of strategies to manage and mitigate risk.

We review and assess strategic and operational risks twice yearly, and conduct risk assessments to manage specific areas of risk, including building projects; environment, health and safety; information technology projects; strategic projects; disaster recovery; emergency management; fraud and corruption; financial risk management; and business continuity planning.

The university's Risk Management Policy, and supporting guidelines, set out the objectives, framework and approach for considering and managing risk.

The Audit and Risk Committee provides strategic guidance and reviews UTS's material business risks biannually.

We continue to advance the consideration of risk across the university, with this embedded in many key areas of decision-making, and operating procedures and processes. UTS continues to enhance its overarching framework, strengthen its risk aware culture and provide a variety of risk management training, including risk-intelligent informed decision-making.

### 2019 strategic and operational risk assessment

With the introduction of our UTS 2027 strategy, a number of activities were undertaken to review, revise and update the strategic risks and operational risks of the university. The top operational risks are now divided into two categories: top operational risks to implement/deliver the UTS strategy and top operational risks impacting core business.

This updated risk assessment indicated that, during 2019, UTS has continued to face the significant challenge of being agile and flexible to meet changing stakeholder and learner preferences, while ensuring that we have a resilient business model to cope with a variety of external factors (eg changes in economic conditions, reliance on international student revenue and reductions in government funding).

UTS continues to meet these challenges through building stronger links with industry, providing learning experiences that set students and learners up for future success and investing in key areas to help set up fundamental steps to deliver the first three-year strategic initiatives as part of UTS 2027.

## Investment performance

(Parent entity only)

For investment performance purposes, the university classifies investment funds into the following pools.

### 1. Cash and cash equivalents

This pool comprises university cash holdings held and managed in order to meet liquidity, working capital and short-term returns requirements. The university manages this pool internally.

### 2. Managed funds

This pool comprises endowment funds donated to the university, invested with primarily a long-term view, returns from which are used to fund student scholarships. The university currently uses an external funds manager, being NSW Treasury Corporation for this purpose.

#### Performance comparison table

Pool	Manager	2018		2019	
		Actual rate of return %	Benchmark rate <sup>1</sup> of return %	Actual rate of return %	Benchmark rate <sup>1</sup> of return %
Cash and cash equivalents	Internal	2.34	1.92	2.08	1.50
Managed funds	External	0.50	0.31	16.74	18.62

1. Benchmark rates are sourced from NSW Treasury Corporation Investment Management Funds Review Report as at December.

## Account payment performance

(Parent entity only)

2019	Total accounts paid on time		Total amounts paid on time	
	Target <sup>1</sup> %	Actual <sup>1</sup> %	Target \$'000	Actual \$'000
Q-1 January to March	70	77	89,530	114,360
Q-2 April to June	70	78	120,316	152,430
Q-3 July to September	70	79	84,072	103,017
Q-4 October to December	70	74	94,492	100,450

1. The percentage is based on number of transactions and not on monetary value.

## Consultants

UTS paid \$34.46 million for external consulting services in 2019, of which \$10.95 million was for capital works. A total of \$10.07 million was paid for consultancies consisting individually of less than \$50,000.

Payments in excess of \$50,000 totalled \$24,392,848.01 and are listed below.

Company	Category	Project	\$
Simplex Australia Pty Ltd t/a Square Peg Pty Ltd	Business consulting	UTS new business stores channels shopfronts, student experience platform and CRM implementation, student experience platform planning	1,531,097.62
Francis-Jones Morehen Thorp Pty Ltd	Architect	UTS Central precinct, CB01 podium extension	1,204,819.65
Burtenshaw Scoufis Architecture Pty Ltd	Architect	Research and commercial institute – Shenzhen China, new environmental labs: Tech Lab, level 2, relocation of FEIT from building 2	801,442.50
Enterprise IT Resources Pty Ltd	Software consulting	LX transformation, new payroll solution	596,924.43
University of New South Wales	Research	Research projects – the Australian environmental and planning law library, investigating MYCN-driven mitotic deregulation in neuroblastoma and various other research projects	449,826.32
Ascender Pay Pty Ltd	Business consulting	ITCMP new payroll solution	448,834.44
NS Projects Pty Ltd	Project management	UTS Central project specifically onsite monitoring of construction activities, logistics and safety, campus master plan, the brewery – due diligence	424,018.75
H2O Architects Pty Ltd	Architect	Building 4a – university hall proposal, science – modifications to tissue and vacuum labs – CB01.06 and CB07.00/06, FEIT proposed new 3D powder printing and environmental lab	415,886.34
PricewaterhouseCoopers Consulting (Australia) Pty Limited	Business consulting	Delivery of a UTS digital strategy – broken down by key persona for how the future-state digital environment will help shape experiences for uts stakeholders	368,020.00
Altis Consulting Pty Ltd t/a Altis Consulting Pty Limited	Software development	Student analytics (cohort reporting) implementation, admissions data project implementation, security classification data tagging	364,250.00
BVN Architecture Pty t/a Bligh Voller Nield	Architect/design	Indigenous residential college, CB03 Bon Marche DA modification, campus master plan – MDP	356,101.80
Tobias & Tobias Pty Ltd	Software consulting	ITCMP LX transformation, data and analytics hub	352,170.00
Wilde & Woollard Pacific Pty Limited t/a Wilde And Woollard Pacific Pty Ltd	Quantity surveyor	UTS Central precinct, CB01 podium extension	341,757.46
Tobumo Pty Ltd t/a Taverner Research	Research	Business School research project – fast rail stated preference study, NSW community preferences for regional infrastructure projects	329,258.15
Cortell Australia Pty Ltd	Software consulting	Student load modelling implementation, FSU – planning project – TM1 implementation	319,765.12
Highgate Management Pty Ltd	Building project management	Project management services for FEIT and Science projects, UTS Central precinct	314,400.00
ResearchMaster Pty Ltd	Software consulting	HDR automation program (end-to-end candidature management) implementation	289,498.73
The Trustee for Daryl Jackson Robin Dyke Unit Trust	Architect	100 Broadway fitout, deans office relocation CB20, Blackfriars administration works	278,018.50
RMA Contracting Pty Ltd	Building project management	Minor repairs CB10 façade inspection	257,203.57
The Matcha Group Pty Ltd t/a Venntifact	Software consulting	Web content implementation, admissions data project implementation	251,000.00



Company	Category	Project	\$
High Resolves America	Business consulting	Collaboration agreement to build enterprise education platform	250,000.00
The Trustee for Gardner Wetherill Unit Trust t/a Gardner Wetherill & Associates Pty Limited	Architect	B3 I4 refurbishment for IML and PGF	245,869.50
Bates Smart Architects Pty Ltd	Architect	The brewery – due diligence, building 13–15 master plan	236,500.00
Ex Libris (Australia) Pty Ltd	Software development	Personalised student mobile portal implementation, personalised student mobile optimisation, library system replacement implementation	230,330.76
Aecom Australia Pty Ltd	Structural engineer	UTS Central precinct, building 4 – additional scope	214,977.85
Settlement Services International Limited t/a Settlement Services International Incorporated	Research	Business School project – disability entrepreneurship in Australia, UTS business and education foundation – help refugee led business in western Sydney	212,704.54
The Trustee for Changeworks Consulting Business Trust t/a Changeworks Consulting	Software development	ITCMP new payroll solution	203,500.00
Chello Agency Pty Ltd	Website marketing consultant	Animation work for TDI videos, ResHub initiative	203,046.28
KPMG t/a KPMG	Business consulting	Financial analysis for UTS and the proposed transaction with activateuts, accounting advisory services, year end process manual for UTS	202,322.96
Ethos Urban Pty Ltd	Master/statutory planning	CB03 Bon Marche DA modification, Indigenous residential college, the brewery – due diligence	201,606.17
Edgeworks Software Pty Ltd	Software development	FEIT – research centered software development	200,000.00
Higgs, Katherine t/a Coactive Coaching	Contractor	PQU and Science – leadership team coaching programs	195,660.90
Altura Learning Australia Pty Ltd	Research	Faculty of Health nursing research project – specialist palliative care and advance care planning advisory services	195,200.00
Prendergast Projects Pty. Ltd	Renewable energy consultant	UTS solar panel installation, ISF research projects	182,175.00
Consulting & Implementation Services Pty Ltd	Business consulting	CRC programs – reliable affordable clean energy (race 2030)	181,579.05
Dysart, Kenneth Michael t/a Ken Dysart Management Consultant	Contractor	FEIT finance related services	176,482.27
Deloitte Risk Advisory Pty Limited	Business consulting	Superannuation compliance assessment, UTS risk and assurance mapping	175,740.00
Alphabeta Advisors Pty Limited	Business consulting	Commissioning and implementation for learning subscription model for PG	172,727.00
Marsh Pty Ltd	Insurance broker	Insurance broking and risk management solutions	170,589.19
Team Brookvale Pty Ltd	Research	Various ISF research projects	167,095.22
The Trustee for JHA Consulting Engineers t/a JHA Consulting Engineers	Electrical engineer	UTS Central precinct	166,670.00
Hyvista Corporation Pty Ltd	Hyperspectral survey	FEIT – DMTC project spatially agile spectral sensor	166,363.64
NEC Australia Pty Ltd	Voice and data communication systems consultant	Telephone system upgrade	163,735.00
The Trustee for Strategic Project Partners Trust t/a Strategic Project Partners	Management consulting	FEIT strategic planning support including workshop facilitation	161,499.57
Amec Foster Wheeler Australia Pty Ltd	Engineer	UTS Central precinct, building 7, GMP-like facility	159,695.37
AWS Consulting	Business consulting	Europe in country	156,811.52

Company	Category	Project	\$
Pollen Digital Pty Limited	Website developers	Research website redesign	154,440.00
Dell Australia Pty Limited	Computer access management	Microsoft identity manager 2018 (idm)	151,693.07
Hangzhou Dianzi University	Research	FEIT research project – millimeter wave wireless communications	150,000.00
3 Points Digital Australia Pty Ltd	Business consulting	Repositioning UTS Futures Academy for the digital age	149,991.33
Jutsen Holdings Pty Limited	Research	Various ISF research projects	146,618.64
Accessuts Pty Limited	Course facilitation	Global leadership programs, UTS student consulting lab, study tours	146,054.77
Ausnet Electricity Services Pty Ltd	Research	ISF contract research – for networks renewed (how solar PV and batteries can instead be a valuable resource for the businesses)	140,000.00
Darin Family Trust t/a Silovette Pty Ltd	Project management	CB04 fire damper compliance rectification works, city campus – fire damper code compliance rectification works – CB01 and CB10, new 1200 amp supply and gas mains supply and enclosure works	139,032.45
The Trustee for Ionita Family Trust & the Trustee for Skinner Family Trust t/a Lean Six Sigma and Business Excellence Institute	Course facilitation	Business School various short courses	138,970.00
Steensen Varming (Australia) Pty Ltd	Mechanical engineer	UTS Central precinct, building 4 – additional scope	138,944.81
McNair Yellowsquares Pty Ltd	Research	Various ISF research projects	137,015.00
Tonkin Zulaikha Greer Pty Limited	Architect	Blackfriars research building	136,182.00
Snapcracker Research & Strategy Pty Ltd	Market research	UTS postgraduate target market research	128,850.00
Digital Garden Pty Ltd	Website developers	Design work on TDI alumni site, LX transformation website	127,702.00
Schwarz, Simone Corina t/a Simone Schwarz	Research	ISF contract research – Georges River council – local strategic planning statement (ISPS) project officer	125,480.53
The Trustee for RPA Solutions Trust t/a RPA Solutions	Software consulting	UTS personal assistants automation and AI project	124,500.00
Symplicity Corporation	Software consulting	Accessibility services automation for SSU	123,147.00
Baria Holdings Pty Ltd	Engineer	Building 4 – latent conditions, UTS city campus fire damper code compliance rectification – phase 2	118,392.50
Urbanac Pty Ltd	Architect	Blackfriars childcare center – research building, new environmental labs: tech lab level 2	117,450.28
JHA Consulting Engineers (NSW) Pty Ltd	Mechanical engineer	UTS Central precinct, CB01 podium extension	116,410.00
The Trustee for Kinrite Consulting	Building project management	Strategic infrastructure and projects, Science – modifications to tissue and vacuum labs – CB01.06 and CB07.00/06	114,478.94
Sutcliffe Consulting and Management Services Pty Ltd	Relocation management	Campus master plan relocations – relocation of Faculty of Law, GSH relocation to 100 Broadway	111,925.00
Objecteye	Research	FEIT research project – an intelligent safety monitoring system based on image and video understanding	110,000.00
Donald Cant Watts Corke (NSW) Pty Ltd	Quantity surveyor	100 Broadway fitout, CB06 refurbishment (DAB), the brewery – due diligence	109,488.00
International Centre For Diarrheal Disease Research, Bangladesh (LCDDR, B)	Research	ISF contract research project	108,088.09
Sydney Educational Broadcasting Ltd t/a Radio 2ser FM	Community radio station	2020 Think sustainability podcast series and other UTS podcast series, eg history lab	106,158.44
ASG Group Limited	Business consulting	Digital workplace strategy roadmap	103,092.90

Company	Category	Project	\$
Digital Science & Research Solutions Inc.	Research software consulting	Symplectic elements hosting and managed services, viola project – CG grant tracker	102,286.73
Steve Watson and Partners Pty Limited	Building surveyors and certifiers	UTS Central precinct, building 4 – latent conditions	101,250.00
Mode Design Corp Pty Ltd	Interior designer	International office refresh, CB01.06 – Refurbishment of student space – Jumbunna Institute, new dilution fridge laboratory in CB07, level 00	100,989.93
Orima Research Pty Ltd	Research	FASS research project – valuing Victoria’s wild-catch and aquaculture industries	100,700.00
Amicus Digital Ventures Pty Ltd	Software consulting	Email marketer replacement	98,400.00
Guroo Producer Pty Ltd	Business consulting	Business School various short courses, FEIT master of engineering management program design and production	96,125.00
Quality Online Research Pty Ltd	Research	Business School – accounting for preference seperability in stated choice experiments, DPC regional communities development fund (BIDA)	96,016.40
Diapason Pty Ltd	Research	Science itthree institute and science faculty – strategic mentoring and facilitation of future international scientists	95,800.00
Oracle Corporation Australia Pty Limited	Software consulting	Aconex construction management software for UTS Central precinct, 100 Broadway	95,299.00
AG Coombs Advisory Pty Ltd	Mechanical engineer	UTS Central precinct	94,169.00
The Sax Institute	Research	Faculty of Health – quantifying the impact of the health services, health outcomes, and medical costs for stroke survivors and Business School – Victorian healthy homes program	92,798.00
The Trustee for Ardas Harvie Family Trust t/a Plancom Consulting Pty Ltd	Course facilitation	CE IAP2/foundations of public participation, CLG projects	92,662.28
Ernst & Young	Business consulting	Campus master plan – MDP	91,167.36
Perrett Laver Pty Ltd	Executive recruitment agency	FASS – deputy and associate dean appointments	90,605.92
contactSPACE Pty Ltd	Software consulting	Various UTS annual appeals programs run by marketing and communication unit	90,599.13
Batyr Australia Limited	Counselling service	Batyr project – programs for mental health and crisis intervention	90,000.00
29 Nelson Pty Ltd t/a Macleod Media	Business consulting	UTS Futures Academy – digital strategy	86,647.81
Grosvenor Performance Group Pty Ltd	Business consulting	Procurement plan assistance	84,122.94
University of Melbourne t/a The University of Melbourne	Research	Development of global and regional representative concentration pathways – climate change, the role of marine microbes in the global carbon cycle	82,592.69
The Trustee for Counterpoint Consulting Trust	Research	Business School project – review of the multi-purpose services (mps) program – (integrated health and aged care services to rural and remote communities)	82,533.71
Solista Pty Ltd	Software consulting	Development of global and regional representative concentration pathways – climate change	82,462.50
Mandylights Pty Ltd	Lighting design consultant	Penny lane lighting	82,384.39
Double L Consulting Pty Ltd	Research	Various ippg research projects	81,640.00
Pure Worx Sdn Bhd	Business consulting	FEIT – CRC grant application for 3D printing phase i	81,500.00
PricewaterhouseCoopers	Business consulting	SILC – Australian and Chinese tax and start-up compliance services	80,000.00

Company	Category	Project	\$
Nous Group Pty Ltd	Business consulting	International advancement office website migration phase 1	79,853.37
The Kitchen Creative Management Pty Ltd	Photographer	UTS research website positioning project	78,909.91
Morgan, Branwen Sarah t/a Bsm Communications	Course facilitation	Australian centre for genomic epidemiological microbiology workshops facilitation	78,526.58
Hassell Ltd	Architect	UTS activity based working fitout CB01.L18	78,104.60
Wiringin Services Pty Ltd	Research	Science future frontiers research project	76,363.62
Shearwater Solutions Pty Ltd	Software security	HDR automation program (end-to-end candidature management) implementation, LX transformation project	75,010.00
The Trustee for Ragg Ahmed Family Trust t/a Ragg & Co	Research	GSH Indigenous health research project – Indigenous allied health workforce pathways scoping project, indigenous health and wellbeing	74,891.80
The Trustee for The Rooftop Trust t/a The Rooftop Collective Pty Ltd	Research	ISF research project – NSW dept of education k-2 literacy and numeracy action plan phase 2	74,719.77
Baker & Mckenzie	Legal consultant	Campus master plan – MDP, UTS Central precinct	74,372.60
Cornerstone Management Consulting Pty Ltd. Cornerstone Performance Management	Software consulting	Student analytics (cohort reporting) implementation	74,250.00
Lawson Elliott Recruitment Pty Ltd	Recruitment agency	Financial services senior position appointments	74,040.41
Civas (Vic) Pty Ltd t/a Colliers International Holdings	Valuers	Insurance valuation	74,000.00
Foran Design Pty Ltd	Architect	CB01.13 Australian stuttering research centre, Broadway, Ultimo compliance upgrade works, sports central / ARDC building – SCG	73,817.50
University of New South Wales t/a The Ramaciotti Centre For Gene Function Analysis Biological Sciences Building (D26)	Research	ARC linkage grant Ip160101795 (ausgem2), characterisation of the chlamydia trachomatis and human factors that lead to pelvic inflammatory disease and infertility in women	71,245.65
Department of Planning and Environment	Development assessment consultant	CB03 Bon Marche DA modification	70,406.66
ermplanet Pty Limited	Software consulting	HDR database tracking system	68,700.00
Atomic Jolt Inc	Software development	LX transformation	68,592.85
Prosser, Timothy Keith t/a Tim Prosser	Contractor	UTS corporate university strategic outlook	67,578.04
Pacific Solutions Pty Ltd t/a Pacific Transcription	Transcription services	Transcription services for various research services, eg indigenous health project	66,901.57
The Event Group Worldwide Pty Ltd	Event management	DAB fashion show	66,888.50
Seymourjones, Trevor John t/a TSJ Consulting & Advisory	Research	IPPG research project – NSW Centroc (central NSW councils asset management project), Blacktown city council – better practice review asset management strategy and support services	66,702.65
Benny Toolseram	Business consulting	South-east Asia in country liaison – Malaysia	66,299.95
Holden, Stephen John t/a Stephen J Holden	Research	Business School research project – NSW department of industry labour market study, fast rail stated preference study (BIDA)	66,020.00
Future Prospects International Pty Limited	Recruitment agency	Institute for Sustainable Futures employee	64,651.67
Allegis Group Australia Pty Ltd t/a Talent2 Pty Limited	Recruitment agency	TEKsystems contract digital capability uplift project	63,450.00
Commonwealth Scientific and Industrial Research Organisation t/a CSIRO	Research	FEIT research project – millimeter wave wireless communications	62,550.00

Company	Category	Project	\$
Maling Productions Pty Ltd	Indigenous television production	Winda film festival, jumbunna INB workshops	62,300.00
University of Sydney	Research	Camperdown ultimo collaboration alliance and work plan, various other research projects	61,256.40
Lockenet Pty Limited	Software development	CHERE, Business — IT services with an emphasis on cloud computing	60,891.34
Goodnews Strategy & Communications Pty Ltd	Research	Science research project — state drift detection and management for uncertainty estimation and human performance modeling and other science research projects	60,762.10
Zoggster Pty Ltd	Research	FEIT research project — data-driven and intelligent human resource hiring, upskilling and churn prediction, supporting the build of project sentinel	60,535.81
Extra Black Pty Ltd	Graphic designer	DAB brand and website design	60,000.00
Mediabank Pty Ltd	Software consulting	UTS digital wayfinding	59,381.95
Krimmer, Stephen William t/a Sk & Associates	Course facilitation	IPPG short courses — advanced building regulations and assessments	59,343.06
CBRE (V) Pty Limited	Commercial real estate consultant	Negotiating and finding potential tenants for UTS Central precinct foodcourt	58,974.79
Tridant Pty Ltd	Software consulting	IBM planning analytics (tml cloud) service for financial budgeting and modelling, student load, and revenue planning, research dashboard for researchers	58,720.00
DXC Connect Pty Limited	Software consulting	Office 365 migration and awareness, network visibility system implementation, wired network upgrade implementation	58,472.38
Mindset Films Pty Limited	Cinematographer	Sydney film festival, GMP launch event, open minded event	58,405.00
Hackett Films Pty Ltd	Animation production studio	Research design an animation series educating young people on responsible gambling, designing out crime research	58,280.00
O'Connor Marsden & Associates Pty Limited	Probity advisers	Proposed procurement strategy for the establishment of an it panel, tender process for the student CRM system, 100 Broadway fitout	57,770.74
Arup Pty Limited	Engineer	UTS Central precinct, Indigenous residential college, penny lane lighting	57,072.50
Reyes Urquiza, Sissy Michelle t/a Cosmic Cactus	Cinematographer	Videography services for 2019 autumn graduation, UTS postgraduate futures video, U magazine photography	55,780.76
Certus Solutions Pty Ltd	Software consulting	Security classification data tagging implementation	55,200.00
Unisuper Management Pty. Ltd.	Superannuation fund	Superannuation advice for uts staff	54,909.04
Qualtrics LLC	Software consulting	Online survey software for research projects includes sampling, hosting, project management and delivery of data	54,530.69
Benojo Pty Ltd	Contractor	Business School — co-creation of Australia's first measuring social impact toolbox a free online repository of planning templates and validated measures indicators and tools to measure the social impact of Australia's NFP sector	54,500.00
BIM Consulting Pty Ltd	Software development	3D model interface for archibus	54,400.00
Peckvonhartel Group Pty Ltd	Architect	Centre for Social Justice and Inclusion fitout on B1, lv16	53,700.00
Cong, Karen t/a Design Engine	Software consulting	Business intelligence and data analytics — fast rail stated preference study survey programming	53,564.50
Rider Levett Bucknall Nsw Pty Ltd	Quantity surveyor	Research & commercial institute — Shenzhen, China	53,500.00

Company	Category	Project	\$
Fillpak Mailing & Fulfilment Services Pty Ltd	Direct mailing and marketing consultant	SSU annual appeal – all aspects of bulk mail, fulfilment and process packaging	53,315.75
Parker, Lesley Sharon t/a Folio Media	Digital media publications	UTS research web projects, eg ISF web content, ResHub initiative	52,969.00
Academ Pty Ltd	Educational software development	Curriculum mapping and support, heppp funding programs, u@uni schools outreach programs	52,750.00
Deakin, Edwina Joan t/a E J D Consulting And Associates	Research	IPPG research project – open space and recreation needs study and strategy and other IPPG research projects	52,562.85
Seventh Sense Sustainability Consultants Pty Ltd	Research	ISF project health review – implementation of recommendations for environmental and sustainability management and advisory	52,254.55
Dve Business Solutions Pty Ltd	Business consulting	UTS GRS – HDR online communication plan and EOI admission scoping	51,700.00
MBMpl Pty Ltd	Quantity surveyor	New FEIT building at Lord Street Botany, spinal unit – faculty of science – Lord Street Botany level 2	51,500.00
Wood & Grieve Engineers Limited t/a Wood & Grieve Engineers	Structural engineer	The brewery – due diligence	50,850.00
Lukac, Amanda t/a Amanda Lukac	Graphic designer	Graphic design contractor for MCU creative services team	50,682.50
Deloitte Financial Advisory Pty Limited	Business consulting	Service UTS new revenue financial model engagement phase 1	50,574.89
Ricardo Australia Pty Ltd	Research	ISF research project – circular economy best practice and application in nsw	50,296.00
Tyson, Edward t/a Tyson Consuting and Management Services	Research	FEIT research project – tulip urban liveability and smart cities	50,220.00
WTP Australia Pty Limited t/a WT Partnership	Quantity surveyor	Indigenous residential college	50,040.00
Arinex Pty Ltd	Event management	Conference organiser for international conference ICDAR – 2019	50,000.00

# Acknowledgements

## Compliance

The report was written to comply with relevant legislation including the Annual Reports (Statutory Bodies) Act 1984 (NSW) and the Annual Reports (Statutory Bodies) Regulation 2015 (NSW).

In its structure and writing we have striven for best practice reporting, taking into account annual reporting guidelines from state and national annual reporting awards and recommendations from the NSW Treasury and the Audit Office of New South Wales.

## Availability

The university's annual reports are available in Portable Document Format (PDF) from the UTS website:

[www.uts.edu.au](http://www.uts.edu.au)

They are also available by request to:

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## Acknowledgements

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## Access

UTS is open for general business from 9am to 5pm weekdays.

Many sections of the university are open at other times.



The UTS Annual Report 2019 is a record of the university's performance and activities for the year. It is in two volumes: volume one is a review of our operations and statutory reporting; and volume two contains our financial statements.

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