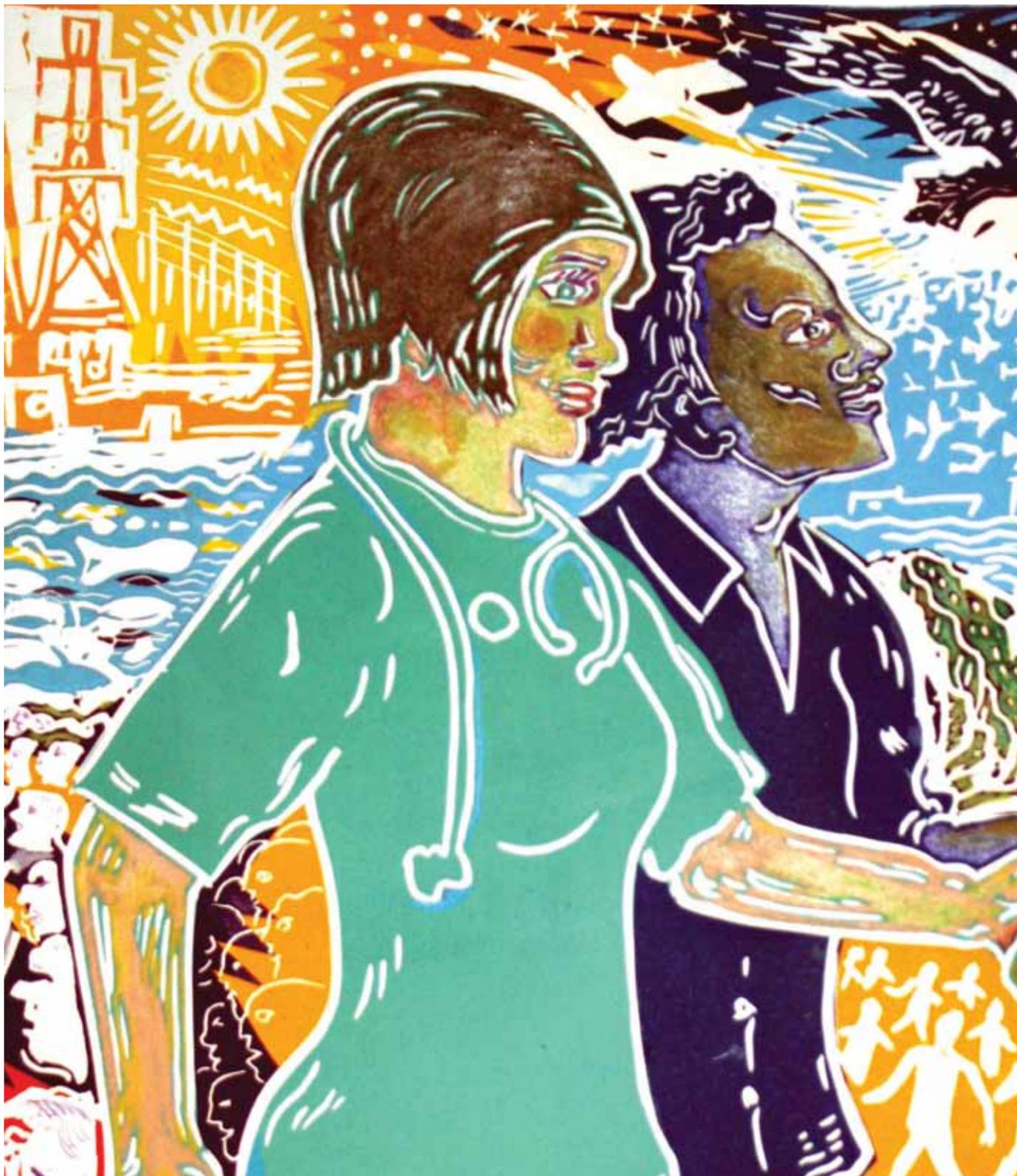


NeW DIRECTIONS STRATEGIC PLAN 2013-2015



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NeW DIRECTIONS 2013-2015

OUR VISION FOR 2025

The University aspires to be a global leader in each of its spheres of achievement.

Through engagement with partners, the University will deliver world-class innovation to support the development of strong regional communities.



OUR VALUES

The values of the University of Newcastle are shaped by our history and our aspirations. Our values represent shared ideals and express what we stand for and who we are. As we move forward, our values will underpin our choices, strategies and actions.

Innovation

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

Integrity

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

Excellence

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

Engagement

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

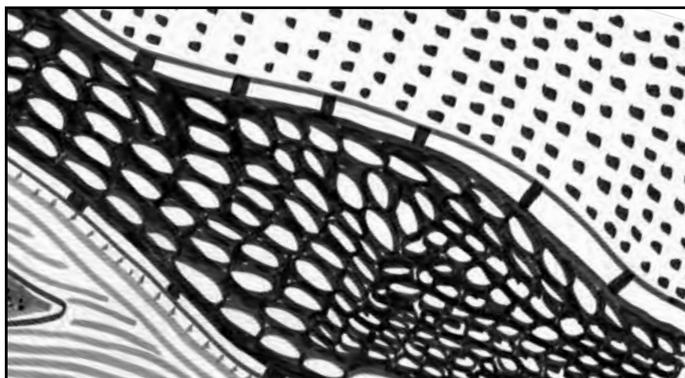
Equity and social justice

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

Sustainability

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

EDUCATION PLAN



STRATEGIC OBJECTIVE 1:

Build access, participation and success for our students

Strategies:

1.1 Create a 'Centre of Excellence in Equity for Higher Education' that, together with the Wollotuka Institute, will establish a global reputation for evidence-based development of pathways to ensure access to University and academic attainment for students from a range of backgrounds including Indigenous students, non-school leavers and students from low socio-economic status backgrounds.

1.2 Identify, attract and retain students with high academic achievement as Faculty Scholars with specified enrichment opportunities, including working with research, business and/or community leaders during their program.

1.3 Achieve student success and retention above national and international benchmark levels through the provision of diagnostic information to inform targeted action plans by Faculties and Divisions.

1.4 Develop a rolling triennial University and Academic Program Load Model with sustainable growth targets for domestic and international students informed by an agreed 'Statement of UoN Principles on Student Access, Participation and Success'.

1.5 Map how all educational activities integrate to develop learning outcomes that support the University's graduate attributes and graduate employability both in Australia and overseas.

STRATEGIC OBJECTIVE 2:

High quality academic programs that support the global competitiveness of the University of Newcastle graduate

Strategies:

2.1 Implement strategic benchmarking of our educational activities in line with national and international best practice to ensure the delivery of high quality internationalised programs.

2.2 Embed Indigenous knowledges into programs across the University resulting in the awareness of Indigenous knowledges and a strong commitment to social justice in our graduates.

2.3 Review all policies and processes related to the quality of academic programs to ensure they are required, effective, and actively promote staff engagement, and do not limit institutional responsiveness to changes in the external environment.

2.4 Develop a strong service-oriented culture in all areas responsible for supporting academics in activities related to program development and delivery, including effective consultation and collaboration, and a system of regular feedback from users on the quality and appropriateness of services.



2.5 Implement a strategic business planning model that uses market, industry and community analysis to inform institutional decision-making on the retention, abolition or introduction of undergraduate and postgraduate programs.

2.6 Develop at least three Flagship Undergraduate and two Flagship Postgraduate Programs which focus on educating graduates in areas of significant demand, and which may promote cross-Faculty collaboration and showcase the most innovative approaches in the delivery of teaching and learning.



STRATEGIC OBJECTIVE 3:

An outstanding student experience on and off-campus that includes student engagement in research, work or community focussed activities

Strategies:

3.1 Enhance student experience and satisfaction through addressing issues raised in student feedback and in diagnostic data sets, and through the targeted development of activities to create a sense of pride and belonging to the University.

3.2 Establish the University as a global leader in the delivery of innovative research-integrated learning and work-integrated learning experiences (RIL and WIL) in Australia and overseas.

3.3 Develop an *Engage Newcastle* strategy to promote targeted opportunities for students to participate in student exchange, internship, volunteering and community work activities in the region, Australia and internationally.

3.4 Review the alignment of all organisational areas within the University that support the provision of services to students to ensure high quality services for all students appropriate for their study location and the mode of delivery of their education.

3.5 Provide robust structures and processes to increase the level of consultation with students, ensure greater student engagement in key University processes, and provide more training for student representatives on Faculty and University committees.





STRATEGIC OBJECTIVE 4:

Innovative educational delivery models that place the University of Newcastle in the top quartile for teaching and learning performance in Australia by 2015

Strategies:

4.1 Create *Innovation Teaching & Learning Exchange Groups* to support excellence in teaching and learning through engagement with national and international partners.

4.2 Provide practical support strategies for teaching and learning that are valued by academic and professional staff, and ensure they have the capacity to deliver high quality innovative outcomes that exemplify the teaching-research nexus.

4.3 Address the main issues within our administrative systems and processes that limit the capacity of our staff to deliver high quality and innovative teaching and learning outcomes.

4.4 Establish 'UoNline Plus' as an initiative that will support the expansion and quality of online and 'blended' (virtual+) approaches across 80 per cent of the University's courses through building academic and professional staff capacity, and the provision of world-class virtual and physical learning environments.

4.5 Promote and support excellent teaching and learning for Indigenous and other diverse knowledge systems for the intellectual and cultural advancement of all students.

STRATEGIC OBJECTIVE 5:

An outstanding and dynamic teaching culture and workforce

Strategies:

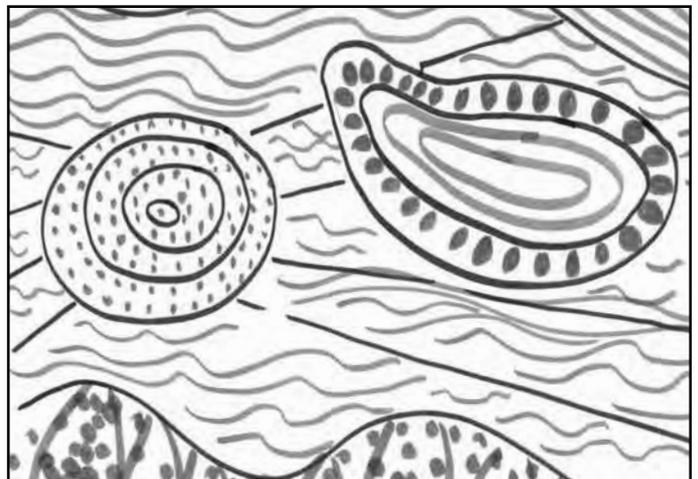
5.1 Develop innovative induction and professional development activities to assist all staff to deliver world-class educational experiences in culturally appropriate ways to a diverse student body.

5.2 Retain and attract academic staff who provide leadership in teaching through approaches that are world-leading, aligned with current discipline research and employ leading-edge technologies.

5.3 Expand initiatives that recognise and reward outstanding teaching and teaching support, including participation in regular teaching showcases.

5.4 Develop a collaborative, technology-enabled culture including a reliable and robust broadband network, wireless access, high-end telepresence capabilities, point-to-point video conferencing, and a stable learning management system that increases the capacity and capability to deliver high quality teaching and learning.

5.5 Develop initiatives that demonstrably support the integration of leading-edge research into teaching across all academic programs.



RESEARCH AND INNOVATION PLAN



STRATEGIC OBJECTIVE 1:

Build areas of research strength and impact, and achieve a world university ranking in the top 200

Strategies:

1.1 Actively retain our high quality researchers, target academic appointments and focus investments in quality infrastructure to support the expansion of research programs that underpin world-class performance as informed by the 2012 Excellence in Research for Australia (ERA) assessment.

1.2 Identify and invest in up to three (3) areas of emerging research strengths likely to secure future international reputation and leadership.

1.3 Submit at least three (3) applications as the lead applicant in each of the following schemes: the Australian Research Council Centres of Excellence, the Cooperative Research Centres program and National Health and Medical Research Council Program/Centre Grants.

1.4 Increase the number of high quality research outputs by at least 30 per cent, and ensure strategic and timely submission of data supports the highest possible disciplinary rankings for the University in world university ranking schemes.

1.5 Build capacity of professional staff involved in the support of research and innovation through investment in initiatives that promote professional and leadership development, as well as international collaboration to define best practice for research support.

STRATEGIC OBJECTIVE 2:

Deliver world-class innovation through collaborative engagement in research projects with industry, business and government partners in our regions and across Australia

Strategies:

2.1 Build the global profile and reputation of the Newcastle Institute for Energy and Resources (NIER) and the Hunter Medical Research Institute (HMRI) with a resultant 50 per cent growth in research funding (2012-2015) through the attraction of world-class research leaders and their teams to these two (2) major research institutes.

2.2 Launch 'The Hunter Project' as a whole of institution, long-term project to ensure world-class research and innovation, and education and training underpin social, environmental and economic transitions in the Hunter region during the next two (2) decades.

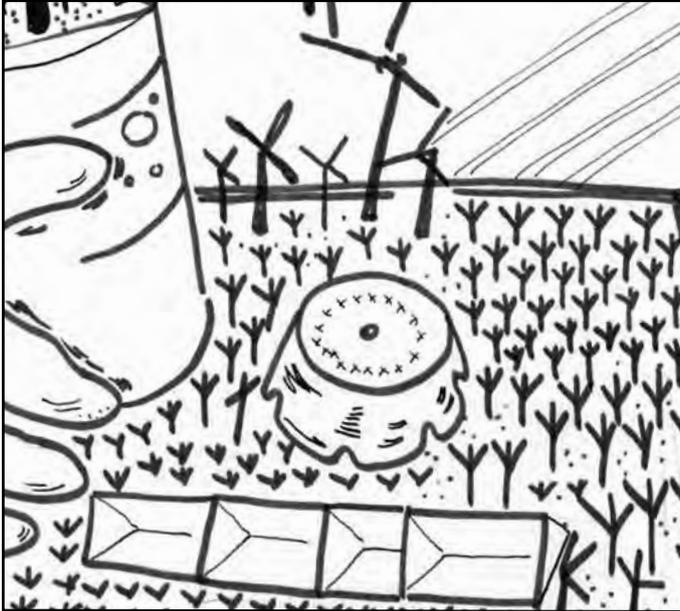
2.3 Engage with regional leaders and core industries from the Central Coast and Mid North Coast in the development of a 'Research and Innovation Blueprint' for these regions.

2.4 Launch at least three (3) new whole of institution Research and Innovation Hubs (or Clusters) in specific thematic areas, which act as a 'one stop shop' for engagement with a range of partners and the delivery of research-based solutions to complex multidisciplinary problems.

2.5 Identify and pursue productive relationships with local, national and international Indigenous communities to advance shared aims and aspirations in education and research.

2.6 Review, facilitate and enhance engagement in commercial research relationships, consultancies and the management and exploitation of intellectual property with Newcastle Innovation.





STRATEGIC OBJECTIVE 3:

Increase the world standing of our research through new collaborative arrangements with first-rate international partners

Strategies:

3.1 Double the amount of research funding from international sources.

3.2 Identify and establish five (5) major international partnerships or consortia with leading international research partners involving investment of funds, staff collaboration, and PhD student exchange.

3.3 Connect our areas of research excellence to identified international research programs of similar focus and global esteem.

3.4 Develop streamlined processes to attract first-class researchers to Newcastle, support joint appointments for academic staff with international partners and increase the international mobility of early career researchers.

3.5 Double the number of research higher degree students recruited through collaborative partnership arrangements with 'first-rate' international institutions and scholarship bodies.

STRATEGIC OBJECTIVE 4:

Build the next generation of research leaders at the University of Newcastle

Strategies:

4.1 Grow PhD student numbers by 30 per cent (2012-2015) particularly in areas of strength as identified by the 2012 Excellence in Research for Australia (ERA) assessment.

4.2 Boost annual research higher degree completions to at least 20 per cent of load through targeted strategies, review of degree structure and the development of an innovative 'UoN PhD Advantage' career development program.

4.3 Provide targeted scholarship support to defined research priority areas to stimulate recruitment of the brightest domestic and international research higher degree students and boost our capacity for PhD students with a formal model of support through a teaching assistance scheme.

4.4 Provide increased opportunities for recruitment of students into an 'Engaged PhD' program, which embeds appropriate training and linkages with industry, professional bodies and other partners.



4.5 Retain and attract the highest quality early career researchers from across the world in areas of research strength through postdoctoral research fellowships at the University, and increase our cohort of research postdoctoral trainees and research fellows supported by external Australian or international funding to at least 170.



STRATEGIC OBJECTIVE 5:

Support our staff to build success in research

Strategies:

5.1 Designate all academic continuing positions as 'teaching and research', and ensure that the positions are internationally advertised and recruitment occurs into areas of demonstrable research strength.

5.2 Develop the 'UoN Career Advantage' program that ensures new academic appointees have reduced teaching and academic administrative loads (by an equivalent of 20 per cent on average) during the first five (5) years of appointment and are mentored in research concentrations.

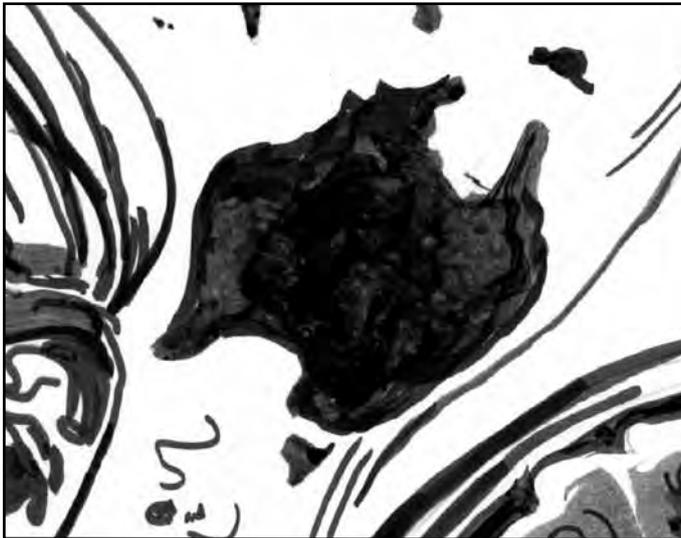
5.3 Support the career aspirations of academic staff through the provision of high quality, accessible research performance data, benchmarked against national and world standards in the relevant discipline area.

5.4 Specify and embed the relationship between research institutes, centres and schools and faculties through a formal 'Framework of Support' which identifies the principles, purpose, and resource base of the partnership.

5.5 Extend opportunities for research development and capacity building for emerging and Indigenous research leaders through targeted development programs and funding support, and provide appropriate infrastructure to support the growth of research across the University.



FUTURE WORKFORCE PLAN



STRATEGIC OBJECTIVE 1:

Staff are supported to perform at world-class levels and to be innovative in their practice

Strategies:

1.1 Recruit and retain outstanding academic and professional staff from across the globe through competitive search processes.

1.2 Introduce a sector leading 'UoN Career Advantage Package' for new academic and professional staff that articulates the career benefits and support provided to promote a strong 'employer of first choice' reputation.

1.3 Implement a 'UoN Professional Development Program' for academic and professional staff, to support career development and re-energise performance.

1.4 Embed a culture of international engagement and mobility among academic and professional staff through a range of initiatives including visiting fellowships, targeted SSP visits and exchange programs with partner organisations.

1.5 Ensure the proportion of our ongoing academic staff who hold doctoral qualifications is above 80 per cent by 2015.

STRATEGIC OBJECTIVE 2:

UoN has the leadership capacity and capability to deliver the 2025 Vision, performance targets and lead strategies

Strategies:

2.1 Develop a 'UoN Leadership Framework' that articulates the leadership skills and capabilities required, and is supported by relevant leadership development programs for academic and professional staff at different levels within the University.

2.2 Ensure leaders throughout the University implement effective approaches to succession planning so that future academic and professional leaders are identified internally and externally.

2.3 Attract outstanding leading academics to UoN as 'Global Innovation Chairs' to ensure the University develops or maintains global leadership in its spheres of achievement.



2.4 Implement a 'Program Leadership Scheme' to support the work of Program Convenors to improve the effectiveness and status of the role.

2.5 Provide University leaders with access to robust, real-time and relevant performance data to support evidence-based decision-making, and review the outcomes of institutional strategic and operational plans.



STRATEGIC OBJECTIVE 3:

Staff are clear about their roles and the performance required to support career aspirations in the context of the 2025 Vision

Strategies:

3.1 Develop a new Performance Development Framework (PDF) that clearly defines and aligns performance expectations and career aspirations for all staff with the University's vision, strategic objectives and performance targets.

3.2 Establish the 'UoN Academy' to recognise the importance of the contribution of sessional and casual academic staff by providing systematic support for their engagement, development and performance.

3.3 Enhance the career pathways and mobility of professional staff by supporting rotation through work units, multi-skilling, project assignments and selective use of 'broad-banding'.

3.4 Implement a program of organisational systems renewal, beginning with core academic processes, to optimise the efficiency and effectiveness of administrative tasks, and ensure there are clear lines of responsibility and accountability for performance outcomes.

3.5 Revise the new staff induction process to ensure 'Day 1 readiness', an introduction to the UoN senior leadership, an understanding of UoN's vision, values, and plans, and incorporation of the probation process within the PDF.





STRATEGIC OBJECTIVE 4:

Staff actively engage with international, national, and regional communities, and our conjoins, alumni, friends and benefactors

Strategies:

4.1 At an institutional level, identify a defined number of key partnerships with world-class international institutions, corporations, and government and non-government agencies, to build UoN's reputation, and facilitate academic and professional staff exchange and joint appointments.

4.2 Attract, retain and develop academic and professional Indigenous staff as outlined in the University's 'Reconciliation Action Plan 2011-2015'.

4.3 Introduce two new public lecture series: 'Disruptive Innovation Works' and 'New Professors Talk' to showcase the capabilities, achievements and impact of outstanding disciplinary leaders, commentators, innovators and thinkers.

4.4 Develop creative and thoughtful ways to identify, recognise, and reward staff achievements, including their contribution to our communities.

4.5 Actively engage with our conjoint and alumni communities, recognising their significant achievements; and engage with and acknowledge our friends and benefactors.

STRATEGIC OBJECTIVE 5:

UoN is a vibrant and dynamic community, and a healthy and rewarding place to work

Strategies:

5.1 Enhance staff communication strategies by establishing a Staff Portal website and all-staff fora, such as 'Research and Innovation Clusters' and 'Knowledge Exchange Hubs' to promote staff engagement in thematic interdisciplinary education and research activities, and facilitate open dialogue and ideas exchange.

5.2 Increase the proportion of academic and professional women in senior leadership positions to sector leading levels by maintaining UoN's status as an Employer of Choice for Women, addressing the 'Universities Australia Strategy for Women: 2011-2014', and developing and implementing Faculty and Division 'Gender Equity Action Plans'.

5.3 Develop a sustainable and flexible staffing model for the institution in the context of the changing and competitive global education environment, and develop new models of workload that:

- focus on the outputs required to develop competitive careers for academic and professional staff in a top 20 per cent Australian university; and
- support the performance of UoN as an institution in the top two per cent of the world's universities for education and research.

5.4 Implement the 'Healthy University Scheme', a whole-of-institution approach that consolidates and expands upon existing health, safety and wellness programs, including the UoN Equity and Diversity Management Plan 2012-2015, and supports a working and learning environment that promotes and advocates positive physical and mental health.

5.5 Promote a dynamic social and intellectual environment for staff, conjoins, alumni and students through great 'UoN Life' initiatives (concerts, well being activities and social events).

CAMPUS, CAPITAL AND IT PLAN



STRATEGIC OBJECTIVE 1:

UoN provides a unified virtual and physical environment supporting the attainment of excellence and innovation in education and research

Strategies:

1.1 Build a technology environment supporting engagement and learning anywhere, anytime (24/7) using mobile and other virtual technologies, delivering at least 98 per cent availability.

1.2 Renew and upgrade UoN's technology infrastructure to ensure that 100 per cent of agreed core systems supporting education, research and administration are at current version or are on the programmed upgrade path.

1.3 Introduce a technology environment that facilitates administrative process re-engineering and streamlining across core academic and corporate systems and processes.

1.4 Adopt emerging technology that supports flexible user access from a range of devices off and on campus.

1.5 Deliver the scale, services and technology capability required for research, education and administration, concurrent with industry-standard disaster recovery and business continuity practices.

STRATEGIC OBJECTIVE 2:

The UoN provides infrastructure for all modes of study and at all campuses and locations that supports world-class education and research

Strategies:

2.1 In 2013 undertake a UoN campus master planning across all locations and study modes, referencing requirements for blended learning and multidisciplinary, collaborative research neighbourhoods that focus on agreed priorities aligned to the 2025 Vision.

2.2 Ensure UoN project planning for all infrastructure initiatives encompasses the physical and technological needs of staff and students through all campuses and regions.

2.3 Identify opportunities to collaborate or share development of campus or community infrastructure through engagement with potential community and business partners.

2.4 Retain the unique natural environment of each of our campuses by adopting a sustainable approach to the development and management of UoN's physical assets.

2.5 Embody equity in the staff and student experience through a responsive virtual environment and quality physical facilities, including recreational, social, professional staff areas.





STRATEGIC OBJECTIVE 3:

Our identified and emerging areas of research strength are supported through targeted renewal and development of best practice research infrastructure

Strategies:

3.1 Provide a computing environment that supports excellence and growth in multidisciplinary research, facilitates international collaboration and establishment of consortia, and fosters dynamic research neighbourhoods.

3.2 Through lifecycle management plan for renewal, growth or adaptation of all research-intensive spaces ensuring ready adaptability for future use or opportunities.

3.3 Provide researchers, including all PhD students, with world competitive facilities that capitalise on access to first rate online and physical infrastructure and amenities.

3.4 Deliver world competitive, collaborative research support facilities, including partnering with industry, to obtain efficiencies in resource sharing, allocation, utilisation and development of research support expertise, and implement at least three (3) new research support facilities through the 2013-2015 plan.

3.5 Support growth in the global profile and reputation of NIER, HMRI and the University's other key research centres through the strategic planning, alignment and delivery of core infrastructure.

STRATEGIC OBJECTIVE 4:

Quality physical and virtual environments across the University provide a vibrant student experience and staff culture

Strategies:

4.1 During the next 10 years, renew the staff work environment across all campuses to encourage social and collaborative interactions that improve the staff experience and actively support the University's research, teaching and learning approach.

4.2 Ensure an environment that maintains the health and safety of staff, students and visitors to UoN, and actively enhances the work placement experience and safety of UoN students.

4.3 Engage with our communities and regions in all campus locations, and seek collaborative approaches to the development of relationships, services and infrastructure supporting campus life.

4.4 Conduct annual strategic student consultation to identify gaps in the provision of student services and amenities, recognising specific campus and/or location needs and identify at least three (3) areas for improvement annually that can be addressed through the UoN capital or recurrent planning processes.



4.5 In partnership with campus service providers and other entities, identify, renew and expand UoN's virtual learning centres, accommodation, recreation, social and cultural facilities, and services across all locations, informed by staff and student feedback.



STRATEGIC OBJECTIVE 5:

Quality infrastructure and services support the attainment of excellence in education

Strategies:

5.1 Create flexible teaching facilities that support innovation in pedagogy; provide for a variety of social, informal and collaborative spaces; support small group, blended and independent learning, reviewing 10 per cent of spaces annually to inform the program of works.

5.2 Support the establishment of 'UoNline Plus' as an initiative that will support the expansion and quality of online and 'blended' (virtual+) approaches across 80 per cent of the University's courses, implementing a holistic approach to information and educational technologies, and renewal of all teaching and learning environments – virtual and physical – across the UoN.

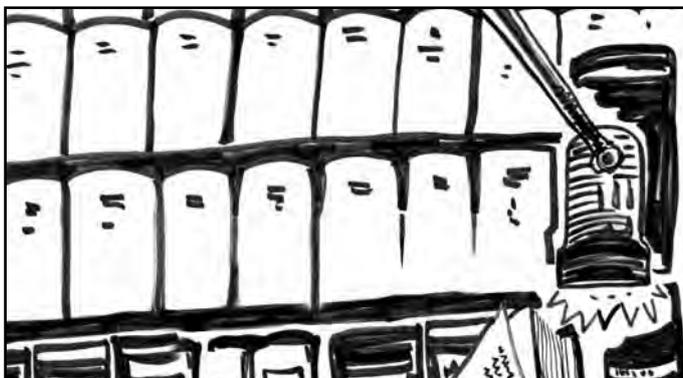
5.3 Create vibrant, innovative and engaging environments for students, including library, student hub, amenity and student support spaces, reviewing 10 per cent of all spaces annually to inform the program of works.

5.4 Benchmark with three (3) national and two (2) international comparable institutes to provide QA, and to inform UoN education infrastructure renewal and development projects.

5.5 Support the creation of a 'Centre of Excellence in Equity for Higher Education' with the business plan developed in 2013.



FINANCE PLAN



STRATEGIC OBJECTIVE 1:

The University will deliver targeted investment over five years to progress its aspiration to be a global leader in each of its spheres of achievement and deliver world-class innovation

Strategies:

1.1 Investment in core education strategies will support and improve the student experience, provide greater access and equity and embed advances in pedagogical practice into the curriculum.

1.2 Investment that builds world-class research quality and impact, assists engagement and productive collaborations with national and international partners, and ensures a return on the investment that establishes and maintains a competitive trajectory for the University's research.

1.3 New workforce strategies will be resourced that enhance capability and support staff to perform at world-class levels.

1.4 Infrastructure investments will provide contemporary spaces and leading edge facilities through both new constructions and upgrades to existing buildings.

1.5 Investments in technology applications and infrastructure will provide a unified virtual and physical environment supporting attainment of excellence in education and research.

STRATEGIC OBJECTIVE 2:

The University will follow responsible financial management practices that enable it to generate the resources required to invest in its future

Strategies:

2.1 Efficient and client focussed procurement practices will deliver value for money and comply with appropriate probity requirements while providing preference to small and local suppliers.

2.2 Implementation of business analysis tools will support effective decision making for all new initiatives and investment proposals.

2.3 Funding will be provided for initiatives that deliver against the institution's environmental sustainability targets and enhance the University's reputation as a leader in sustainability.

2.4 Development of core business systems that will meet all current and future information requirements to support attainment of excellence in education and research and meeting corporate governance obligations.

2.5 Annual surpluses will be delivered of sufficient magnitude to provide the resources to fund long-term investment and infrastructure activities.





STRATEGIC OBJECTIVE 3:

The University will seek commercial opportunities that diversify its revenue base, and provide additional resources for its core teaching and research missions

Strategies:

3.1 Growth in the commercialisation of research Intellectual Property will be progressed directly and through the activities of Newcastle Innovation and the Newcastle Institute for Energy and Resources to a level that exceeds sector benchmarks.

3.2 On campus accommodation will be operated on a commercial basis while meeting the pastoral and academic needs of student residents.

3.3 Opportunities to commercialise education services through relationships with high quality national and international partners will be enhanced.

3.4 Strategic relationships will be sought with industry partners and co-locating opportunities developed where appropriate to build alliances in support of education and research strategies.

3.5 Appropriate commercial activities will be undertaken that align with the institution's education and research missions and which deliver appropriate financial returns.

STRATEGIC OBJECTIVE 4:

The University will follow sound financing and investment practices that make a positive contribution to a sustainable financial future

Strategies:

4.1 Strategies will be followed that ensure a minimum level of financial reserves are maintained, which fully covers all forward financial obligations, including all employee entitlements, in cash and investments.

4.2 The Endowment Fund will grow to enable it to contribute towards the University's annual discretionary budget.

4.3 The investment portfolio will be actively managed in accordance with the Investment Policy to maximise returns over the institution's seven-year investment horizon.

4.4 The debt capital markets will be accessed to finance large-scale infrastructure investments where this is the optimal financing strategy.

4.5 Best practice treasury practices will be followed that optimise liquidity, minimise default risk and provide flexibility to provide preferential terms to small and local suppliers.



The illustrations in the *NeW Directions Strategic Plan 2013-2015* have been created by the University of Newcastle's Head of the discipline of Design, Professor Mario Minichiello. Alongside an academic career that spans 15 years, Professor Minichiello has worked as an illustrator, primarily in the field of national and international broadcast and broadsheet media.

Professor Minichiello is a passionate advocate for his craft.

"Design and visual communication provides solutions to problems, promotes clarity of thinking and encourages creative ideas. In this way we are developing the human capacity to meet the challenges of our future."

In research, Professor Minichiello is focussed on the role of design and visual communication in the areas of climate change, economic betterment and human behaviour. He is committed to developing a greater understanding of the role of drawing as a language for art and design practice, and as a means of thinking and researching social and personal issues.

The *NeW Directions Strategic Plan* is printed on Monza Recycled which is Certified Carbon Neutral by The Carbon Reduction Institute (CRI) in accordance with the global Greenhouse Gas Protocol and ISO 14040 framework. Monza Recycled contains 55% recycled fibre, and 45% elemental chlorine free pulp. All virgin pulp is derived from well-managed forests and controlled sources. Monza Recycled is manufactured by an ISO 14001 certified mill.



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UoN 2012/1530 | CRICOS Provider 00109J

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