

BOARD OF TRUSTEES

Minutes of meeting 07/1 of the Board of Trustees of the University of Western Sydney, held at 9.00 am on **Wednesday 21 February 2007**, in the Boardroom, Building AD, Werrington North.

Present:

- Mr John Phillips AO (Chancellor)
- Professor Janice Reid AM (Vice-Chancellor)
- Ms Jennifer Brown
- Ms Linda Burney
- Hon Jan Burnswoods
- Professor Anne Cusick
- Mr Luke Fomiatti
- Ms Vivienne James
- Ms Genevieve Kelly AM
- Mr Roy Medich OAM
- Ms Tanya Rubin
- Mr Glen Sanford
- Ms Elfriede Sangkuhl
- Mr Ian Stone
- Hon Kim Yeadon

In Attendance:

- Professor Rob Coombes
- Mr Mark Croucher
- Ms Rhonda Hawkins (Secretary to the Board)
- Professor Beryl Hesketh
- Mr Paul Woloch
- Ms Marian Alleyn
- Ms Jo Maguire (Minutes secretary)

1 OPENING AND PROCEDURAL MATTERS

1.1 Welcome

The Chancellor welcomed those present, particularly Ms Jennifer Brown and Ms Vivienne James who were attending their first Board meeting.

The Board was advised that Dr Peter Dodd, whose appointment the Board had approved at its November 2006 meeting, had recently accepted a position at Macquarie University. Because this created a direct conflict of interest, Dr Dodd advised with regret that he could not take up his position on the Board. There is no urgent need to identify a replacement and the membership of the Board remains compliant with the UWS Act, thus allowing time to identify suitable candidates.

The Chancellor noted that this would be the last meeting attended by Professor Rob Coombes, Deputy Vice-Chancellor (Academic and Services) who was retiring from the University. On behalf of the Board, the Chancellor thanked Professor Coombes for his contributions to the University and to the Board.

1.2 Apologies

Apologies from Ms Mary Foley and Ms Gabrielle Kibble were noted.

1.3 Starring of Items

The following items were starred: 1.5, 2.2, 2.4, 2.5, 2.8, 3.1, 3.2, 3.3, 3.4, 3.6, 3.7 and 4.

It was resolved:

that all unstarred items be taken as considered and all recommendations in the attachments for them as adopted.

1.4 Arrangement of Business

Items 2.2, 3.4.1, 3.6 and 4.3 were listed for discussion in the Closed Session.

1.5 Confirmation of Minutes

The Board had considered the revision of the Undergraduate Fees Policy in the closed session in November 2006. In order to make the information about the Board's decision on this policy available to the broader University community, the Board agreed that Item 4.5.2 of the closed minutes should be inserted into the minutes of the open session.

It was resolved:

that the Minutes and Confidential Minutes of the meeting of the Board of Trustees held on 29 November 2006 (with the amendment as noted above) be confirmed.

2 BUSINESS ARISING

2.1 2006 Audit of UWS by the Australian Universities Quality Agency

This report and the supplementary information on how the University will address AUQA's findings were noted without discussion.

2.2 TVS/UWS Relationship

This item was discussed in the closed session.

2.3 UWS College

It was resolved:

That the Board notes this paper.

2.4 Strategic Planning

2.4.1 The Integrated UWS Strategy

The Board considered the integrated strategy and implementation plan for 2007. It noted the Vice-Chancellor's comments that the strategy incorporates minor amendments made since the Board's last meeting; provides coverage of the AUQA recommendations; maps the key priority areas of senior officers and that the Board will be kept informed as these priorities are progressed.

It was resolved:

That the Board endorses the UWS integrated strategy and implementation plan for implementation in 2007 and onwards.

2.4.2 Strategy for Campus Network

It was resolved:

That the Board of Trustees notes the progress of the development of a strategy report for the campus network.

2.5 Property Development Income (Board Resolutions)

The Board noted the information on its previous discussion and decisions on the use of funds realised from property development initiatives. The Chancellor advised that, as campus development work has begun to build up capital, it is essential to ensure that property development income is not mistakenly used for normal recurrent expenditure under delegated authority. As such, a formal financial structure for management of the funds is required.

The Board's consideration of the recommendation included:

- Because it is difficult to determine which operations of the University "will become self-sustaining" and over what period of time, these words should be removed from the resolution.
- The definition of "normal operations" in the recommendation was discussed and it was agreed that "recurrent expenditure lines" should be inserted instead.
- The final approval of any expenditure of property development income will rest with the Board.
- The Audit and Risk Management Committee has asked the Chief Financial Officer to consider whether there are sufficient ways to segregate property development income without creating a trust fund.

It was resolved:

- 1. That the Board reaffirm its intention to invest funds arising from property development and sales *inter alia* in approved capital development projects and other strategic investment projects approved by the Board of Trustees on the recommendation of the Vice-Chancellor which are demonstrably aligned with the University's strategy and are not part of the recurrent expenditure lines of the University.**
- 2. That the Vice-Chancellor examine and propose options to ensure these funds are sequestered and invested for the purposes outlined in Resolution 1 above, and to build an endowment for the University.**

2.6 Student Organisation Fee Distribution 2005-2007

The Board noted, without discussion, the Student Activities Fees distributed to the student organisations from 2005-2007.

2.7 Post-VSU Student Services

The Board noted, without discussion, the report on the provision of student services in the voluntary student unionism environment from 2007.

2.8 2007 Budget

The Board noted the proposed amendments relating to the 2007 Budget following the Board of Trustees' meeting on 29 November 2006.

It was resolved:

That the Board of Trustees approves the following amendments to the UWS Budget 2007 and Financial Projections (November 2006):

1. **Table 2.1: The column noted "Budget 2006" is replaced by the column headed "2006 Confirmed Budget".**
2. **The wording in Section 1.6 on Engagement Indicators is changed thus: "Performance indicators for the distribution and monitoring of the Engagement portion of the Performance and Improvement Fund are currently being developed by the Pro Vice Chancellor (Engagement). The proposed performance indicators will then be submitted for the consideration of the Vice Chancellors Senior Staff Forum before approval by the University Executive."**

The Board noted that it had previously decided that the unallocated Student Activities Fees would be used for development of student facilities and these funds are held in the 2007 budget.

[Ms Burney arrived at 10.30am]

3 NEW GENERAL BUSINESS & MATTERS FOR DISCUSSION / DECISION

3.1 Vice-Chancellor's Report

The Vice-Chancellor spoke to her report and highlighted the following:

- The appointment of Professor John Ingleson, who is soon to commence as Deputy Vice-Chancellor (International and Development).
- Changes have recently been made to the Executive structure. These include: Executive Deans will now report to the Vice-Chancellor and are members of Executive. Pro Vice-Chancellors and the Chair of Academic Senate are invited to attend for particular items at the discretion of the Vice-Chancellor. The senior staff forum is now a broad management and discussion forum chaired by the Vice-Chancellor and it includes Executive, Pro Vice-Chancellors, the Chair of Academic Senate, Heads of Schools and Heads of Divisions.
- The staff of the Office of Academic Registrar are commended for their work in successfully implementing the on-line enrolment system.
- The University has been granted an additional \$10m in Federal funding in recognition of its compliance with the second stage of the HEWRs and the National Governance Protocols. The negotiating teams were commended for their work and goodwill during the HEWR process.

The Vice-Chancellor warmly echoed the Chancellor's comments in thanking Professor Rob Coombes, who became Deputy Vice-Chancellor in the very early stages of the unified UWS. The Vice-Chancellor advised that Professor Coombes has been a consistently hardworking and thoughtful member of the

Executive; his portfolio has included supervising the Colleges and Deans and communicating across the community and he has been a valued member of the University.

Ms Burney sought information on the establishment and curriculum of the National Centre of Excellence for Islamic Studies. The Vice-Chancellor advised that the University of Melbourne lead the initiative and invited UWS to participate in the project. UWS has a strong Arabic language program and the Bankstown campus has large numbers of Muslim students. Ms Burney commented on the dynamics of local community politics and this advice will be taken into consideration.

3.2 2007 Enrolment Trends and Issues

The Vice-Chancellor advised that UWS expects to be on target for funding and places. Excluding Medicine, UWS has exceeded the sector average increase in first and third preferences for Commonwealth-supported places. The Chair of Academic Senate commended the contributions of the Office of Planning and Quality and the Academic and Services Division in achieving this for the University. Retention rates will be closely monitored, particularly as there continues to be a 25% attrition of first year students.

The Board noted that there is an ongoing problem of load distribution within the funding clusters and the University would like to see the funding clusters and HECS contributions simplified. The 25% cap on Commonwealth funding for Nursing and Teaching means that UWS suffers disproportionately because of our large numbers of enrolments in these areas.

It was resolved:

That the Board of Trustees notes this report.

3.3 2007 Learning and Teaching Performance Fund

The Board noted that UWS has received no funding from the 2007 Learning and Teaching Performance Fund (L&TPF). While the L&TPF is a lagging indicator, i.e. the results in the 2007 exercise are based on the performance of students who for the most part enrolled in or before 2002, completed their study in 2004 and graduated in 2005 (a period during which major restructuring was still underway and many courses were being taught out), the result needs to be addressed systematically. UWS is not likely to expect a radical improvement in the next round, given that changes now being implemented will take time to achieve significant improvement. Key indicators from 2004 onwards show that UWS is on an improvement trajectory.

The Vice-Chancellor was asked to write to the Minister advising of the University's concerns about the L&TPF.

It was resolved:

That the Board of Trustees notes this report.

3.4 Governance

3.4.1 2006 Performance Review Self-Assessment Survey Report

This item was discussed in the closed session.

3.4.2 National Governance Protocols

It was resolved:

- (a) that the Board notes the requirements of the National Governance Protocols and the University's compliance with them; and**
- (b) that the Board notes the roles and responsibilities of members.**

3.4.3 Professional Development for the Board and Board Members

The Board noted the availability of professional development programs to support their role on the board and the opportunity to consider professional development needs of Board members, individually and collectively.

3.4.4 UWS By-Law and Electronic Elections

The Board discussed the further amendments to the UWS By-Law to allow the conduct of elections for Board member positions to be conducted 'electronically' via the internet. The Board discussed advantages and disadvantages associated with electronic voting but agreed that the option should be provided for in the By-Law. The Board will be kept informed of any proposal to implement electronic elections once the By-Law is in place.

It was resolved:

- (a) That the Board approves the drafting of amendments to the UWS By-law to provide an additional option of voting electronically via the internet; and**
- (b) That the Board delegates to the Board Standing Committee the authority to approve the use of the electronic voting provisions for Board elections once the By-law has been amended.**

3.4.5 Universities Australia

The Board noted the progress in the establishment of Universities Australia, the body proposed to replace the current Australian Vice-Chancellor's Committee (AVCC). The reasons this proposal is before the Board include:

- in the past, the AVCC has not necessarily represented the best interests of UWS;
- the Federal Government has increasingly referred matters to the Chancellors' Conference;
- the new group needs to be more outward looking;
- the proposal is to establish a group which represents universities, not their Vice-Chancellors, with the expectation that Vice-Chancellors as university chief executives would nevertheless be the representative on Universities Australia.

Board members were generally supportive of the concept of a national body representing Australian universities. However, if it became the case that not all universities joined, then the value of such a body would be seriously undermined. It was also agreed that participation in Universities Australia by universities should be on the basis that the Vice-Chancellors represent their institutions and are accountable to their

respective governing bodies. It would be desirable if this could be reflected in University Australia's constitution. The Board also noted that the financial costs of joining Universities Australia are considerable, that accountabilities will be expected which were not provided by AVCC in the past and that the new body's focus must be on promoting higher education in Australia.

It was resolved:

That the Board notes the information and delegates to the Vice-Chancellor and the Chancellor the authority to develop the University's response to the proposals, noting that the formal decision to join Universities Australia will rest with the Board.

3.5 Uses of the University Seal

It was resolved:

That the uses of the University Seal since 16 November 2006 be approved.

3.6 Cases Under Management

This item was discussed in the closed session.

3.7 College of Health and Science – Presentation by Executive Dean

Professor Beryl Hesketh spoke to the Board about her first impressions of UWS and her priorities and directions for the College of Health and Science.

4 REPORTS AND RECOMMENDATIONS FROM BOARD COMMITTEES

4.1 Strategy and Resources Committee

The Board noted the report of the Strategy and Resources Committee meeting held on 8 February 2007.

4.2 Audit and Risk Management Committee

The Board noted the report of the Audit and Risk Management Committee meeting held on 31 January 2007.

4.3 Campus Development Committee

This item was discussed in the closed session.

4.4 Academic Senate

The Board noted the report of the Academic Senate meeting held on 24 November 2006 and the Senate Executive Committee meeting on 8 December 2007.

Professor Cusick sought clarification of the Board's endorsement of the recommendations contained in Aboriginal Education Review in 2003 and 2004. The Chancellor confirmed that, in terms of the Board's decision, 'endorsed' is equivalent to 'approved'.

4.5 Board Standing Committee and Remuneration and Nominations Committee

Emeritus Professor

The Board considered the two nominations for Emeritus Professor.

It was resolved:

That the Board approves that the title of Emeritus Professor of the University of Western Sydney be conferred on Dr Ellice Swinbourne AM and on Professor Robert Coombes when his employment with UWS concludes.

Strategy and Resources Committee Membership

It was resolved:

That the Board appoints Ms Genevieve Gregor as an external member of the Strategy and Resources Committee for a two year term.

5 REPORTS FROM COUNCILS OF THE UNIVERSITY

5.1 Indigenous Advisory Council

This report of the Indigenous Advisory Council meeting held on 12 December 2006 was noted without discussion.

6 OTHER REPORTS

6.1 Occupational Health and Safety

This report was noted without discussion.

6.2 Staffing Matters

This report was noted without discussion.

6.3 Infrastructure Development – New School of Medicine, Campbelltown Campus

This report was noted without discussion.

6.4 UWS School of Medicine

This report was noted without discussion.

6.5 International Activities Report

This report was noted without discussion.

6.6 2006 Media Coverage Report

This report was noted without discussion.

6.7 Divisional Review Implementation Project

This report was noted without discussion.

6.8 Research Developments

This report was noted without discussion.

7 MATTERS RAISED BY BOARD MEMBERS

There were no matters raised by Board members, other than those recorded elsewhere in these minutes.

8 OTHER BUSINESS

There was no other business.

9 NEXT MEETING AND CLOSURE

The next ordinary meeting of the Board will be held at 9.00am on Wednesday 4 April 2007 in the Boardroom, Building AD, Werrington North Campus.

There being no further business, the meeting closed at 1.00pm

Confirmed by:

Chair

Date