

## BOARD OF TRUSTEES

Minutes of meeting 2012/5 of the Board of Trustees of the University of Western Sydney, held at 9.00am on **Wednesday 21 November 2012**, in the Boardroom, Building AD, Werrington North Campus

**Present:** Professor Peter Shergold AC (Chancellor)  
Professor Janice Reid AM (Vice-Chancellor)  
Mr Glen Sanford (Deputy Chancellor) [left 12:25pm]  
The Hon Kim Yeadon (Deputy Chancellor)  
Ms Linda Ayache [arrived 10:00am during item 7.1]  
Mr John Banks  
Ms Jing Chen [arrived 9:52am at beginning of open session]  
Mrs Lorraine Fordham  
Ms Vivienne James  
Dr Ken Langford  
Dr George Morgan [left 12:40pm]  
Ms Emma Stein  
Mr Ian Stone  
Associate Professor Paul Wormell

**Apologies:** Ms Gillian Shadwick (Pro Chancellor)  
Mr Christopher Brown

**In Attendance:** Ms Rhonda Hawkins (DVC Corporate Strategy & Services) and  
Secretary to the Board of Trustees  
Professor Wayne McKenna (DVC Academic & Research)  
Mr James Fitzgibbon (Associate Director, Secretariat)  
Ms Helen Fleming (University Legal Counsel)  
Ms Jeanine Parsons (Assistant Vice-Chancellor)  
Mr Peter Pickering (Chief Financial Officer)  
Dr Paul Rowland (Executive Director, Strategy and Quality)  
Mr Paul Woloch (Director, Governance Services)  
Ms Jo Maguire (Executive Officer to the Board of Trustees)  
Ms Diana Camilleri (Secretariat staff)

Other attendees in the gallery, during the open session:

George Rosier  
Glen McGillivray  
Jane Mears  
Jan Falloon  
Marlene Carrasco  
Maria Angle

Chris Eagle  
George Grodzicki  
Tanya Notley  
Kate Richards  
Alana Lentin  
Chris Wilson

Elfriede Sangkuhl  
Anna Gibbs  
Cristina Rocha  
David Lodge  
Patricia Zeait  
Kate Shield

## OPENING AND PROCEDURAL MATTERS

### 1.1 Welcome

The Chair welcomed those present.

### 1.2 Apologies

The Board noted the apologies from Ms Shadwick and Mr Brown.

### 1.3 Declarations of Interest

The Chancellor introduced this item by reminding Board members that the Vice-Chancellor and the University executive are authorised by the Board to implement its decisions; that, while much of the Board's discussions and decisions are made public when appropriate, Board members are also nevertheless privy to information and participate in discussions which must remain confidential; and that the freedom to advocate is restricted for Board members. The Chancellor further listed the following requirements of Board members:

1. Board members must act in the best interests of the University *as a whole*
2. Board members must act honestly and have integrity
3. Board members must not make improper use of their positions or the information provided to them as Board members
4. Board members must not do anything that causes detriment to the University
5. Board must not use their position to gain, *even indirectly*, an advantage to themselves, their associates or other person.

He then invited Board members to declare any interests in relation to the agenda items for this meeting. The Board noted, after consideration discussion:

- Dr George Morgan's declaration, as an academic staff member, of a possible indirect conflict in relation to matters of course and unit rationalisation, but nevertheless permitted him to participate the discussion on those matters;
- Associate Professor Wormell's declaration that he has a pecuniary interest in the resolution about the re-election of the Chair of Academic Senate (agenda item 4.3).

### 1.4 Starring of Items

In addition to procedural items (items 1.1 to 1.7), the following items were starred: 2.1.2, 3.1, 3.2, 3.3, 3.5, 3.6, 7.1 and all items under 4.

#### Resolution

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**The Board of Trustees resolved that all unstarred items be taken as considered and all recommendations in the attachments for them as adopted.**

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### 1.5 Arrangement of Business

Items 3.3, 3.6, 4.4 and 4.5 were listed for discussion in the Closed Session.

## 1.6 Confirmation of Minutes

### Resolution

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**The Board of Trustees confirmed the minutes and confidential minutes of the meeting of the Board of Trustees held on 5 September 2012.**

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## 1.7 Action Sheets From Previous Meetings

The Board noted the status of actions from previous meetings.

*These minutes reflect the order of discussions at the meeting.*

## CLOSED SESSION

The Board's closed session discussions included the following items:

### 3.3 Cases Under Management

The Board discussed this item in the closed session.

### 3.6 Revocation of Degree

The Board passed a resolution in the closed session.

### 4.4 Board Standing and Remuneration and Nominations Committees

The Board passed resolutions relating to Honorary Awards and Board membership in the closed session. Other resolutions which the Board passed in the closed session include:

#### Future of the Strategy and Planning Committee

#### *Resolution*

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**The Board of Trustees resolved to formally abolish the Strategy and Planning Committee as and from the date of this meeting and that members of the Committee be thanked for the important contribution they have made.**

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#### Electronic Papers

#### *Resolution*

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**The Board of Trustees resolved to formally adopt electronic papers for meetings of the Board and its Committees from 1 January 2013.**

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#### Re-appointment of Ms Gillian Shadwick

#### *Resolution*

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**The Board of Trustees resolved to reappoint Ms Gillian Shadwick as a member of the Board, and as pro Chancellor, for a further four year term of office in each, from 1 May 2013 until April 2017.**

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## uwsconnect Student Director Appointments

### *Resolution*

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**The Board of Trustees noted the approval of the Remuneration and Nominations Committee to the appointment by the University of Mr Brent Jones and Mr Harpreet Singh as directors of uwsconnect for 2 year terms.**

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## Whitlam Institute Board Reappointment

### *Resolution*

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**The Board of Trustees resolved to note the approval of the Remuneration and Nominations Committee to the re-appointment by the University of Dr Kerry Schott for a further term of office as a director of the Whitlam Institute within the University of Western Sydney and, as a consequence, as a Trustee of the Whitlam Institute Trust Fund.**

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#### **4.5 Campus Development Committee**

The Board discussed this report in the closed session.

### **OPEN SESSION**

The Chancellor welcomed University community members to the open session, many of whom had participated in a meeting outside the building before the meeting, and advised that a broad discussion would follow the presentation items.

#### **7.1 'Shouldering the Burden: Why too much is being asked of the Schools'**

Dr Morgan, Academic staff member, spoke to the detail of his paper. He expressed concern about what he perceived to be a 'crisis at the coalface', his view that staff morale was low and his analysis that there was an erosion of funds for teaching and learning.

Dr Morgan's paper contained a recommendation that the Board ask the executive to place a moratorium on cuts to courses, majors and redundancies and to frame a budget that ensures that no School receives less than 42% of the income they generate (government and self-generated) in 2013. The paper also contained financial comparisons between 2003 and 2012 arguing that discretionary funding to Schools had eroded of that time.

This item is further minuted in the general discussion at the end of the meeting.

#### **3.1 Chancellor's Report**

The Board noted the Chancellor's report. The Chancellor recapped the discussion and decisions of the Board's 2012 Strategy Day, which created the framework by which the University is best placed to face its short and medium term challenges. These challenges include the increasingly competitive higher education market which has seen competition, not only from other Australian universities, but also non-university institutions delivering qualifications and international providers of on-line courses. In

this changing environment, the challenge for the University is to improve the student experience by changing its business model to incorporate emerging technologies and reduce the demarcation between academic and professional staff, acknowledging and supporting all staff who provide a service to our students, whilst operating within our budget targets. There is no alternative but to use both our physical resources and human infrastructure to enhance the real time student experience, both on-campus and on-line.

### **3.2 Vice-Chancellor's 2012 End of Year Report**

The Vice-Chancellor spoke to her annual report, which will be made available to the University community in due course. She highlighted the key performance achievements for the year but also drew attention to the need for the University to achieve efficiencies if it is to prosper in the increasingly competitive and open higher education market.

The Vice-Chancellor took the opportunity to counter the suggestion in Dr Morgan's paper that there should be a moratorium on course cuts and redundancies, and on the trimester model, until the new Vice-Chancellor is appointed. She advised the Board that such inaction would be irresponsible and not in the University's interests. She made it clear that she will continue to carry out her responsibilities as Vice-Chancellor, feels strongly about the University's wellbeing, and will continue to make the hard but necessary decisions in the best interests of UWS, for the remainder of her term.

#### **2.1.2 Progress Report on Course and Unit Rationalisation and Related Change Proposals**

The Board noted the progress report, and Professor McKenna's presentation which gave examples of the financially unsustainable low enrolments in some courses in the Schools of Business and the Schools of Humanities & Communication Arts.

#### **3.5.2 Additional Staffing Data**

##### **3.5.3 MyVoice Results – Additional Report**

The Board noted these two reports, and Ms Hawkins' presentation which summarised the academic and professional staff profile 2008-2012, casual and academic staffing costs 2002-2012, the research workload equation and summary points that:

- The strategy to appoint additional academic staff has substantially increased the number of ongoing and fixed term staff
- Casual staff costs as a percentage of total academic staff costs have decreased
- The percentage of academic staff to professional staff has increased, and
- Teaching-focused roles are only viable if the academic staff member can be actively engaged in the out-of-semester 26 weeks. 55 appointments have been made from high quality casual staff.

The further information provided by the MyVoice consultant showed that UWS results were consistent with other universities and, when there was a difference between academic and professional staff results, these were attributable to higher satisfaction from professional staff. The consultant also considered UWS was no different to other universities in the outcome that the most unsatisfied staff were Level C academics and those who had been at UWS for more than 6 years.

#### **4.1.1 2013-2015 Budget**

Firstly, the Chief Financial Officer provided the Board with a more detailed analysis of the comparison between the 2003 and 2012 budgets contained in the Academic Staff member's paper at item 7, refuting the data contained therein, showing the comparisons were incorrect given the same information was not being compared.

The Chief Financial Officer then presented the 2013-2015 Budget. The Board noted the Chair of Finance and Investment Committee's comments that the budget must be flexible enough to accommodate the required changes in the University's business model in uncertain times.

The Board's approval of the Budget was determined following the general discussion of this meeting.

[Mr Sanford left the meeting at 12:25pm]

#### **General Discussion**

##### Comments from Vice-President, Student Representative Council

The Chancellor invited Mr David Lodge, Vice-President of the SRC, to the table. Mr Lodge spoke about students' fears caused by the e-mails they'd received, particularly during exam time, from academic staff about proposed course cuts. He felt that a perceived lack of consultation and communication with students had created uncertainty for students about the future of their courses and he urged the University to investigate further why some courses are under-enrolled. He welcomed the introduction of a trimester system, which would make greater use of the University's physical facilities, but argued that the University's face to face teaching strengths (as evidenced by UWS academics receiving Australian University Teacher of the Year in 2011 and 2012) set the University apart and a move to more on-line and blended learning could see UWS losing this competitive edge. He suggested that, to avoid uncertainty and disruption for students, the trimester model should not be introduced at the same time as courses are being cut. He asked the University to implement these changes more gradually and to consult with the SRC and students so that they can understand what is happening.

The Vice-Chancellor thanked Mr Lodge for his frank comments and made a commitment to improve the University's consultation with its customers, our students. The University will pilot the trimester model in a discrete academic area initially, and will also review other universities' experiences in making this transition.

##### Discussion of Academic Staff Member's Paper

The Chancellor agreed with Dr Morgan that administration has become burdensome and distracts staff from their teaching and research. Administration has also become excessive for the University as an organisation, with ever-increasing reporting requirements imposed by Government agencies and the University should be proactive in reviewing internal and external administrative tasks and reporting requirements.

The Board's discussion of Dr Morgan's paper centred on the relative allocation of income to Schools in 2003 compared with 2012. The Chief Financial Officer had provided the Board with an analysis that showed the figures provided in the Academic Staff Member's paper were incorrect and that there had not been a noticeable change in the proportion of the allocation being provided to Schools. The Board's resolutions arising from its 2012 Strategy Day enable the University to be flexible and competitive, financially sustainable and responsive in a rapidly changing and competitive higher education environment, and to

continue to meet the educational and aspirational needs of the Greater Western Sydney community.

The Chancellor permitted the Board to vote on whether or not Dr Morgan's recommendation, "to place a moratorium on cuts to courses, majors and redundancies and to frame a budget that ensures that no School receives less than 42% of the income they generate (government and self-generated) in 2013" should be supported. Of the 13 Board members present, 4 voted in favour, 2 abstained and 7 voted against the recommendation. Therefore the recommendation failed.

#### 2013-2015 Budget

The Board then approved the Budget.

#### **Resolution**

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**The Board of Trustees approved the 2013-2015 Budget, recognising that 2014 and 2015 will be approved in subsequent years as part of the rolling budget process.**

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The Chancellor thanked those University staff and students who had attended the meeting and acknowledged that, although there are disagreements about specific issues, everyone is acting with the best interest of the University in mind.

[Dr Morgan left the meeting at 12:40pm]

#### **4.2 Audit and Risk Management Committee**

The Board noted the report of the report of the 16 October 2012 meeting.

#### **Resolution**

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**The Board approved the proposed changes to the Delegations.**

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#### **3.5.1 Academic Standards Presentation**

As Dr Morgan had first raised this issue, but had left the meeting, the Board agreed that this matter should be held over to the next meeting when he is in attendance.

#### **4.3 Report from the Chair of Academic Senate**

The Board noted this report and Associate Professor Wormell's previously declared interest in the recommendation contained therein.

#### **Resolution**

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*The Board of Trustees resolved:*

- 1. to approve the revised Academic Governance Policy, providing for changes to delegations, membership, limitations on terms of office, election procedures and administrative amendments;**
- 2. to approve the alignment between the terms of office of the elected members of Senate and the Chair and Deputy Chair so that they serve**

**concurrent two year terms and that this be brought into effect for 2014-15;  
and**

- 3. as a transitional measure, the Board of Trustees extends the current terms of the Chair and Deputy Chair so as to expire on 31 December 2013, as opposed to the current end date of 31 May 2013.**
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The remaining agenda items were noted without discussion.

**2.1 Our Future Action Program – Progress Report**

This report was noted without discussion.

**2.1.1 University of Western Sydney-TAFE Relationships**

This report was noted without discussion.

**2.2 2012 Review of UWS Community and Regional Engagement – Initial Outcomes**

This report was noted without discussion.

**3.2.1 Vice-Chancellor’s Report**

This report was noted without discussion.

**3.2.2 Changes to Executive Responsibilities for 2013**

This report was noted without discussion.

**3.4 Mid-Year Economic and Fiscal Outlook (MYEFO) Statement – Cuts to Higher Education and Impact on UWS**

This report was noted without discussion, although it did inform the discussions earlier in the meeting.

**3.7 Report on the Effectiveness of the Student Representation & Participation Model**

This report was noted, and the following resolution passed, without discussion.

**Resolution**

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The Board of Trustees resolved:

- 1) That the Board acknowledges and commends the overall success and effectiveness of the new Student Representation and Participation model.**
- 2) That the Board reaffirms the overarching principle that the Student Representation and Participation model should have a strong campus focus. Further, that the University affirms this principle through its interactions with student representatives and ensure that Student Campus Councils are included wherever possible.**
- 3) That the Board supports in principle the proposal for two (2) year terms for SCC members, with coordinated elections of other UWS student governance positions wherever possible, and commission the Student Representation & Participation Model Effectiveness Review Group to investigate the feasibility of implementing this change, including the timing of elections, with a report back to the Board in early 2013.**

- 4) That the Board notes the difficulties encountered in attracting students to the International, Residential and Postgraduate positions on the SCCs, while recognising that further strategies can be followed to promote them. That the Board will monitor the progress of these positions and will review this position in another twelve months.
  - 5) That the Board supports the existing principle of Clubs and Societies representatives to the SCCs being elected by and from campus Clubs and Societies members. However, to ensure transparency and consistency of electoral process, that these positions be elected using the same process as other SCC positions rather than through the existing arrangement of election through the Campus Clubs and Societies Forums.
  - 6) That the Board endorses the importance of ensuring good communication and productive relationships between Campus Life Committees and Student Campus Committees in ensuring the success of campus life. Further, that the Student Representation & Participation Model Effectiveness Review Group consult with the relevant stakeholders regarding the establishment of a processes to enhance communication and planning around campus activities and events.
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#### **4.1 Finance and Investment Committee**

The Board noted this report without discussion.

#### **4.1.2 Television Sydney – Performance and Outcomes**

The Board noted this report without discussion.

#### **6.1 Staffing Matters**

The Board noted this report without discussion.

In addition to the discussions already minuted about the Academic staff member's paper (Item 7.1 and subsequent discussions) the Board noted at the closing of the meeting that there is nevertheless general agreement that Schools should receive around 42% of income and noted that that was presently the case. The Board agreed that the matters raised will continue to be considered during the course of 2013.

There being no other business, the meeting closed at 12:55pm.

Confirmed by:

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Chair

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Date