

BOARD OF TRUSTEES

Minutes of meeting 06/3 of the Board of Trustees of the University of Western Sydney, held at 9.00 am on **Wednesday 14 June 2006**, in the Boardroom, Building AD, Werrington North.

Present:

- Mr John Phillips AO (Chancellor)
- Professor Janice Reid AM (Vice-Chancellor)
- Dr Michael Bezzina
- Hon Jan Burnswoods
- Professor Anne Cusick
- Ms Mary Foley
- Mr Luke Fomiatti
- Ms Genevieve Kelly AM
- Ms Gabrielle Kibble, AO
- Mr Roy Medich OAM
- Mr Geoffrey Roberson
- Ms Tanya Rubin
- Ms Elfriede Sangkuhl
- Mr Ian Stone
- Hon Kim Yeadon

In Attendance:

- Ms Dani Barley
- Professor Rob Coombes
- Mr Mark Croucher
- Ms Diane Dwyer
- Ms Whitney Eagle
- Ms Ruth Fitzpatrick
- Ms Rebecah Furze
- Ms Rhonda Hawkins (Secretary to the Board)
- Ms Eva Ing
- Mr Mikael Kjaerbye
- Mr Jason Markwick
- Mr John McGuire
- Mr Simon Tayler
- Ms Edith Taylor
- Mr Paul Woloch
- Professor Chung-Tong Wu
- Ms Marian Alleyn
- Ms Jo Maguire (Minutes secretary)

1 OPENING AND PROCEDURAL MATTERS

1.1 Welcome

The Chancellor welcomed those present, particularly the two new ministerial appointees to the Board, Dr Michael Bezzina and Mr Ian Stone.

The Board noted with sadness the recent passing of Linda Burney's partner, Mr Rick Farley, and also the sudden death on campus of University staff member, Ms Carolyn Norberry. The Board's thoughts are with Rick's and Carolyn's families and loved ones.

The Board noted with regret the resignation of the Graduate Member, Mr John Heath and conveyed to Mr Heath its gratitude for his contribution while a Board member. The University's By-Laws provide the process for determining a replacement Graduate Member.

1.2 Apologies

The Board noted apologies from Ms Linda Burney and Mr Glen Sanford.

1.3 Starring of Items

The following items were starred: 1.1, 1.2, 1.3, 1.4, 3.1, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.10, 4, 6.4 and 6.6.

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

Item 3.10 was listed for discussion in the Closed Session.

1.5 Confirmation of Minutes

It was resolved:

that the Minutes and Confidential Minutes of the meeting of the Board of Trustees, held on 12 April 2006, be confirmed.

2 BUSINESS ARISING

There was no business for discussion under this item.

3 NEW GENERAL BUSINESS & MATTERS FOR DISCUSSION / DECISION

3.1 Vice-Chancellor's Mid-Year Report

The Vice-Chancellor spoke to her mid-year report, highlighting the following matters:

On the basis of results to date, the University does not expect any major variation from the projected break-even financial result for 2006.

The target of 2% over-enrolment may not be met and the level of Commonwealth Grant Scheme funding associated with the University's student load is less than budgeted. A mid-year intake

strategy has been put in place to address this shortfall against the enrolment targets and Colleges are focusing on areas where offers could be made to increase enrolments with particular attention to the CGS funding outcomes. The University has found it necessary to accept a lower UAI in some areas to fill places. There is an increase in income from local fee-paying students of \$1.4m. The fee income from onshore international students is being carefully monitored. Progress against budget and target assumptions is being monitored.

The Board discussed the complexities of the Commonwealth Grant Scheme, student recruitment and trends in actual enrolments. At the August or October meeting the Board will be provided with 'big picture' details on the areas of study that are currently popular. The Vice-Chancellor highlighted the 80 funded places designated for Medicine and that UWS is in negotiation with the Federal Government for 40 extra funded places.

The target of 45,000 students accepted by the Board for 10 years' planning might not now be achievable or desirable. This will be considered further as part of the strategic planning work being facilitated by Bain & Co on a pro bono basis. Bain & Co will attend the Board's August meeting to present the outcomes of the strategy integration process.

UWS College has been an important focus in the first half of the year. It will provide a pathway for local and international students requiring preparation for university study, with one possible result being an increase in the University's UAI, progress and retention rates and income. UWS College is applying for higher education provider status and the Board will be kept informed of its progress.

Mr Roberson stressed the need for a proper business plan for UWS College. He thought this was particularly important in light of the overview of entities provided as attachment 5 to the Strategy & Resources Committee report, which identified SWIC as having some issues of concern. The Strategy & Resources Committee is closely monitoring this matter and will keep the Board informed. Mr Roberson also queried the information in attachment 3 of the SRC report, which suggested that Linkwest was in deficit, whereas attachment 5 indicates that Linkwest had a healthy first quarter. It seemed that this might be an incorrect interpretation of the data but Mr Roberson will be provided with further detail. UWS College is further discussed at Item 3.8 of these minutes.

The Board noted that a staffing strategy entitled "Our People 2015" is being developed as a key priority in the strategic planning process.

The Divisional Review Group projection was a \$5m reduction in expenditure, however the University faces escalating Commonwealth demands and it is therefore difficult to achieve savings while maintaining services and meeting strategic requirements. This matter is further minuted at item 6.4.

The Board also noted the Vice-Chancellor's comments on the Learning and Teaching Action Plan 2006-2008; the Medical School; AUQA; Research Investment Strategy and University Engagement.

3.2 Vice-Chancellor's Report

This report was noted without discussion.

3.3 Australian Universities Quality Agency (AUQA)

The Board noted the summary overview of the trial audit outcomes and the Trial Audit Report, which outlined a range of findings. The Board congratulated the Library as being an area which received favourable comment from the trial audit. An action plan has been prepared in response to the trial audit's findings and the Performance Portfolio is in the final stages of preparation for submission to AUQA by 3 July 2006.

The lay-out of the final Performance Portfolio is slightly different to that already provided to Board members and a supplementary 10-12 page insert of vignettes is being prepared. Board members will be provided with the final documents at the August meeting.

3.4 Voluntary Student Unionism (VSU)

3.4.1 Post VSU Student Services

3.4.2 VSU Funding Guidelines and UWS Response

3.4.3 Proposed Services Company and its Relationship with UWSSA Under VSU

The Board received presentations from the Deputy Vice-Chancellor (Corporate Services) and Mr Tim Jarrett, President of UWSSA, and there followed extensive discussion on the likely impact of VSU on services available to students, which services were important to retain, and which might be funded within the University's limited financial resources, while complying with the VSU legislation. The DVC Corporate Services spoke to the paper at Item 3.4.1, prepared by the Chief Financial Officer, and provided a presentation on "Services to Students in a Post VSU World". The Board noted the student services identified from the University's perspective as essential, highly desirable and non-essential respectively. The CFO had consulted with UWSSA, PAUWS and UWSconnect in the preparation of his report, although it was noted that there had not been full agreement on the categorisation of services, nor was such agreement likely.

Mr Jarrett presented the Association's views and provided a presentation titled "Vision for Service Delivery Under VSU" which, among other things, outlined a proposal to establish a subsidiary company wholly owned by UWSSA for the provision of professional services, into which the University could inject funds. Mr Jarrett stressed the importance to the University as a whole of the services currently provided by UWSSA including welfare and advocacy; campus life/student experience; student representation and research. He drew attention to the nature of the research conducted by UWSSA and the difference from research conducted by the University itself.

UWSSA estimated that, for current service levels to be maintained, \$1.5m would be required from the University, with UWSSA covering a projected \$1m shortfall. UWSSA would foster partnerships with other organisations such as, for example, that already in place where World Care pays UWSSA to process student applications.

Board discussion was wide-ranging. It sought to clarify the term “closed tender” used within the University’s document and how a closed tender might be implemented. A variety of interpretations was suggested, including that of a tender restricted to a small number of tenderers within the ‘University family’ where the tenderer/s were required to identify the service they would provide and the cost thereof. It was queried whether this would necessarily be a competitive process and it was suggested that the word “submission” might be substituted for “closed tender”. It was also pointed out that there could be a conflict of interest if an element of the University itself were to submit a tender in competition with the student association or with a non-University entity. The challenges involved if “tenders” were conducted annually were debated. It was felt that some degree of certainty beyond a year could be an improvement, subject of course to annual review of satisfactory service delivery, perhaps including key performance indicators. In any circumstance, the arrangements would need to comply with DEST guidelines.

The Board discussed whether the University should have any representation on the Board of the service subsidiary proposed by UWSSA. It was generally felt that this was a matter for UWSSA, in the first instance. However, while it was reasonable for the University, under contractual arrangements, to insist on a minimum level of contracted services and proper governance arrangements, it would not be reasonable for the University to involve itself in details of confidential interactions of UWSSA and its members, such as individual student welfare issues. Board members also felt there could be difficulties in having a University representative as a Director on the Board of the proposed UWSSA subsidiary.

The University would require UWSSA to be accountable for the funding it receives from the University, bearing in mind that this funding must come from somewhere and that other areas will be impacted by such an allocation of University funds. The Board noted that UWSSA had provided a business plan to the University and the CFO is currently doing costings.

Ms Hawkins advised that, as resolved by the Board in April, the University has entered negotiations with UWSSA to develop an appropriate services agreement for 2006 and 2007. A proposed deed variation is currently with UWSSA’s lawyers and both parties are mindful of the need to finalise this matter by 30 June 2006.

Mr John McGuire, General Manager of PAUWS, advised that PAUWS hopes to continue its current structure. PAUWS members do not see it as being in competition with other student associations. The PAUWS budget for 2007 and onwards is being developed.

In light of this extensive discussion and the questions raised, the Chancellor advised that the Board would not be asked to approve the recommendations before it. The Board agreed to establish a sub-committee to work with the University executive on this matter, bearing in mind the various views expressed. The Committee will comprise Kim Yeadon, Genevieve Kelly, Gabrielle Kibble and Mary Foley. This matter will be discussed in detail again at the August meeting. The Chancellor thanked Mr Jarrett and Mr McGuire for their frank and constructive contributions to the discussion.

3.5 International Strategic Plan

The Board considered the draft international strategy, which is a whole of University plan to guide internationalisation and assure quality and diversity in international activities. This matter will be considered in more detail at the Board's August meeting.

It was resolved:

That the Board notes the draft UWS International Strategic Plan 2006-2010, recognising that further discussion will occur at the forthcoming meeting focussing on strategy issues.

3.6 Progress Report on Medical School

The Board noted this report.

3.6.1 Agreement for School of Medicine Accommodation at Liverpool TAFE

It was resolved:

That the members note this advice, and authorise the Chancellor to sign the agreement on the University's behalf.

3.7 Delegations Relating to Finance (Function A11) at UWS

The Chancellor pointed out that matters of this nature should be considered by the Audit and Risk Management Committee prior to submission to the full Board. However, to avoid delaying the changes in this instance, he suggested that the Board might consider the proposed changes and reach a decision subject to endorsement subsequently by the ARMC.

Following discussion, it was resolved that the Board, subject to endorsement by the Audit and Risk Management Committee:

- 1. Approves an increase in the existing delegation limits in Function A11 for the Grounds and Environment Manager and the Manager, Capital Programs, from \$25k to \$50k respectively, consistent with the existing limit for the Manager, Support Services.**
- 2. Supports modifications to Function A11, by providing for commitment (acceptance) limits on the one hand and payment authorisation limits on the other.**
- 3. Approves the proposed (revised) Delegations Schedule for Function A11 as depicted in Attachment 1.**

3.8 UWS College

As minuted under Item 3.1, Mr Roberson highlighted the need for the University to ensure that the UWS College is an income-generating entity. The UWS College will be discussed further at the August meeting.

It was resolved to:

- 1. approve the new entity being known as UWS College;**
- 2. note the timetable for the creation of the new entity; and**
- 3. note that pending further investigation, the BCRI site is the preferred site for UWS College.**

3.9 Uses of the University Seal

It was resolved:

That the uses of the University Seal since 31 January 2006 be approved.

3.10 Cases Under Management

3.10.1 Report on Permanent Student Exclusion

This report was discussed in the closed session.

3.10.2 Other Cases

This item was discussed in the closed session.

4 REPORTS AND RECOMMENDATIONS FROM BOARD COMMITTEES

4.1 Strategy and Resources Committee

The Board noted the report of the 1 June 2006 meeting of the SRC and the Chancellor acknowledged the value of the SRC's work. It was noted that in Attachment 1, page 2, a typing error had listed two 'favourable' items for uwsconnect and the UWS Foundation, which should have been noted as "unfavourable".

4.1.1 Progress Report on Campus Development Funding for 2006

The Board noted this report without discussion.

4.2 Audit and Risk Management Committee

The Board noted the report of the 17 May 2006 meeting of the ARMC.

It was resolved:

That the Board of Trustees approve the amended Charter of the Audit and Risk Management Committee.

4.3 Campus Development Committee

The Board noted the report of the 8 May 2006 meeting of the CDC. The Committee Chair highlighted the need for a comprehensive communications plan to ensure that UWS continues to be proactive in

communication with stakeholders throughout the expressions of interest process for the Westmead site.

4.4 Report from the Chair of Academic Senate

The Board noted the report of the 5 May 2006 meeting of Academic Senate and agreed that any reference to "PVC Academic" in this and agenda item 4.4.1 below should be replaced with "PVC (Learning and Teaching)".

Professor Cusick advised the Board that her term as Chair of Academic Senate would be ending on 31 July 2006. Although she would be seeking re-election, she took the opportunity to thank the Board and acknowledge the expertise, dedication and hard work of Board members, which Professor Cusick said was inspiring. The Board thanked and congratulated Professor Cusick on her achievements during her term as Chair of the Senate.

4.4.1 Academic Governance Policy Covering the Academic Senate and the Senate's Committees

The Board noted the revised formal arrangements for academic governance, as agreed by the Board at its November 2005 meeting.

It was resolved that:

- 1. The Board approves (i) the Academic Governance Policy and (ii) the initial terms of reference for committees of Academic Senate, as outlined in Appendices 2 and 3 to the paper on academic governance by the Chair of Academic Senate, prepared for the meeting of the Board on 14 June, 2006.**
- 2. The Board delegates to Academic Senate, with effect from 14 June 2006, the powers to make future changes to the roles, functions, terms of reference and membership categories of committees of Academic Senate. The Academic Senate may not delegate these powers.**
- 3. The Board rescinds the rules covering the Academic Senate contained in the University Rules.**

5 REPORTS FROM OTHER UNIVERSITY BODIES

5.1 Regional Council

The Board noted the report of the 25 May and 30 March 2006 meetings of the Regional Council.

6 OTHER REPORTS

6.1 Occupational Health and Safety

The Board noted this report. It was agreed that the inclusion of the word "causing" in the sub-heading on page 2 was not correct.

6.2 Staffing Matters

The Board noted this report and in particular the appointments of the following senior staff:

- Professor Beryl Hesketh, Executive Dean, College of Health and Science;
- Professor Michael McDaniel, Dean, Indigenous Education.
- Tony Martin, Senior Property Lawyer in the Office of Legal Counsel.

6.3 Infrastructure Development – New School of Medicine Campbelltown Campus and New Teaching Building Parramatta Campus

The Board noted this report without discussion.

6.4 Divisional Review Implementation Project

To date, the DRG Implementation Project has made substantial progress on six of its twenty sub-projects. The Board noted that, of the sub-projects remaining, four organisational change proposals have been recently released and six are nearing completion, with four sub-project recommendations subject to further review. Savings from the project in 2006 will be less than anticipated due to the lengthy process involved when implementing changes and formalising reductions in staffing. To compensate, divisions are being asked to find additional savings to ensure the overall 2006 savings target is met.

[The Hon Jan Burnswoods left the meeting at the end of this item.]

6.5 Progress Report on Callista

This matter was addressed within the Audit & Risk Management Committee report at item 4.2.

6.6 Bologna Process

The Board briefly discussed the Bologna Process, noting that this item would be included on the agenda of the August meeting. Board members should contact the DVC Corporate Services if they would like additional information in the meantime.

6.7 National Protocols for Higher Education Approval Processes

This report was noted without discussion.

6.8 Federal Budget 2006 and Higher Education

This report was noted without discussion.

6.9 Meeting Dates – Board of Trustees 2007

The Board noted the 2007 meeting dates.

6.10 National Conference on University Governance

This matter was noted.

6.11 Research Investment Progress Report

This report was noted without discussion.

6.12 Auditor General's Report to Parliament

This report was noted without discussion.

7 MATTERS TO BE RAISED BY BOARD MEMBERS

There were no matters raised under this item.

8 OTHER BUSINESS

8.1 NIDA/NAISDA

The Vice-Chancellor referred to a recent article in the Daily Telegraph and Professor Coombes advised that he would be meeting that afternoon with representatives of NIDA.

9 NEXT MEETING AND CLOSURE

The next meeting of the Board will be an all-day meeting, to be held at 9.00am on Wednesday 9 August 2006 in the Boardroom, Building AD, Werrington North campus.

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

Confirmed by:

Chair

Date