1. **MEMBERSHIP**

The Chancellor:

- welcomed Philip Hocking to his first meeting as a member of Senate; and
- advised Senate that the Nominations Committee, at its meeting on 20/05/2005, resolved to recommend that the Governor reappoint Alison Gaines for a third term as a member of Senate when her current term expires on 28/06/2005.

2. **APOLOGIES**

Judge Kate O’Brien and Ms Carolyn Jakobsen.

3. **DECLARATIONS OF INTEREST (SENATE STANDING ORDERS CLAUSE 4.2)**

In relation to item 6, Mr Terry Budge and Mr Malcolm Macpherson declared an interest to the extent that the proposed professional development framework refers to the Australian Institute of Company Directors.

4. **SENATE PRIORITIES**

Senate considered and discussed the draft priorities detailed in the agenda and the matters of importance identified at the March Senate retreat.
Resolved: To adopt the following Senate priorities for 2005, including the allocated responsibility for preparing discussion papers:

(i) Maximising the University’s return on its assets, e.g. land, intellectual property by establishing an appropriate endowment/investment policy (Responsibility: Resources Committee and PVC (Resource Management)).

(ii) Engagement with external parties and the community, i.e. the extent to which members of Senate can support and promote the University through their external contacts and networks (Responsibility: Director of Development and Director Corporate & Public Relations).

(iii) Identification of long-term goals for the University, including understanding the changing nature of higher education policy (Responsibility: PVC (Resource Management) and PVC (Strategy)).

(iv) Maintain the University’s compliance with the National Governance Protocols (Responsibility: Governance & Nominations Committee and General Counsel & University Secretary).

5. VICE CHANCELLOR’S REPORT

The Vice Chancellor spoke to his May report to Senate, noting that the University has responded to a large number of DEST reviews both on its own account and as a member of the Innovative Research Universities Australia group. Key points included:

- As anticipated, the Government has indicated that it will not be changing the current indexation arrangements.

- The Research Quality Framework has attracted keen interest. The University’s submission emphasised the importance of research training being a separate component of any new framework and the need to take a phased approach to funding for any new framework so as to not compromise long-term projects.

- The submission in response to the ‘Building University Diversity’ paper emphasised the need for any institution seeking to call itself a ‘university’ to fulfil the full range and character of services provided by existing universities. The Vice Chancellor gave examples of significant overseas-based groups delivering programmes in the Asia Pacific area and within Australia.

- The Government has issued the Higher Education Workplace Reform Requirements but full details are yet to be provided. Compliance will be essential to qualify for increases in the Commonwealth Grants Scheme funds.

- DEST has released its Teaching & Learning Fund indicators which are broadly consistent with the approach recommended by the University. The AVCC is still questioning the validity of the indicators. The University met all eligibility criteria in stage one and is quietly confident in terms of the outcome of the stage 2 process.

- The University is working closely with AARNet to ensure that a high speed fibre cable is laid as part of the Perth to Mandurah rail link.

- The Malaysian Public Service Department has recognised 16 of the University’s undergraduate degrees. A benefit of this recognition is the availability of Government scholarships for Malaysian students wanting to undertake the courses.
The Minister for Environment, Science has announced that the University was successful in two grant applications for funding under the Centres of Excellence in Science and Innovation Program, namely the WA Centre for Comparative Genomics (Prof. Matthew Bellgard) and the Institute for Immunology for Infectious Diseases (Prof. Simon Mallal).

The Vice Chancellor has met with the Leader of the Opposition and briefed him in relation to developments with the Perth-Mandurah rail link and transport options affecting the Rockingham campus.

**Resolved:** S/24/2005

To extend the Senate’s congratulations to the following members of staff and students on their respective achievements:

- Prof. Matthew Bellgard, the Chief Investigator of the WA Centre for Comparative Genomics, on its award of State Centre of Excellence funding
- Prof. Simon Mallal, the Chief Investigator of the Institute for Immunology for Infectious Diseases, on its award of State Centre of Excellence funding
- Prof. Steve Halls, on his appointment to the Environmental Protection Authority
- Prof. John Webb, on his appointment as a Counsellor (Education, Science and Training) based in the Australian High Commissions in New Delhi, India
- Prof. Goen Ho, on his election to the International Water Authority Strategic Council
- Prof. Yianni Attikiouzel, on his election as an executive member of the Australian Council of Engineering Deans
- Alexandra Shaw, a first year law, politics and international studies student, on being named WA’s Young Person of the Year 2005 for her work as a leader in the deaf community

6. NATIONAL GOVERNANCE PROTOCOLS COMPLIANCE

Senate noted the contents of a briefing paper prepared by the General Counsel & University Secretary dated 17/05/2005. Senate also noted that the General Counsel & University Secretary will be advancing a paper to the June meeting of Senate dealing with Directors’ & Officers’ Liability Insurance.

**Resolved:** S/25/2005

(i) To adopt the attached professional development framework to be available for all existing and new members of Senate and third parties co-opted onto Senate committees and working parties

(ii) To authorise the General Counsel & University Secretary to amend the Senate’s Statement of Governance Principles to reflect the following:

(a) the adoption of the professional development framework;

(b) the different wording used in the Universities Legislation Amendment Bill to describe the duties for Senate members; and

(c) the fact that the University provides protection for Senate members acting honestly and reasonably, above and beyond that provided by new section 17B of the Murdoch University Act, by way of Directors’ & Officers Liability Insurance.
7. AUQA AUDIT UPDATE

Senate noted:

- the attached timetable provided by the PVC (Academic); and
- that the AUQA audit has now been scheduled for May 2006.

The General Counsel & University Secretary advised Senate that the information required by May 2005 is comprised in the Statement of Governance Principles, a revised version of which was distributed to members of Senate with the agenda papers.

8. BI-ANNUAL REPORT ON ENROLMENT TRENDS OF LOCAL & OVERSEAS STUDENTS

Senate noted a request by the PVC (Strategy) to alter the dates for reporting required by Senate resolution S/79/2003 so as to enable more comprehensive reporting.

Resolved: To vary Senate resolution S/79/2003 by altering the dates for the bi-annual report on enrolment trends for local and overseas students to June and November each year.

9. MINUTES

Senate confirmed the minutes of the meeting held on 29/03/2005. It also noted a report of action taken to implement previous resolutions of Senate.

10. ACADEMIC COUNCIL

Senate noted the minutes of the meeting of the Academic Council held on 13/04/2005.

Secretary’s note: All legislative recommendations are dealt with under the Legislation Committee.

11. AUDIT & RISK MANAGEMENT COMMITTEE

Senate noted the minutes of the meeting of the Audit & Risk Management Committee held on 03/05/2005.

Resolved: (i) To endorse Mr Jamie Olgivie being co-opted as a member of the committee for a term expiring on 31/12/2005.

(ii) To endorse the University’s 2005 Operational Risk Management Plan.

12. CHANCELLOR’S COMMITTEE

Senate noted the minutes of the meeting of the Chancellor’s Committee held on 11/04/2005. In response to a query, the Chancellor indicated that he will raise the question of the most appropriate person to chair the committee with the members of the newly named committee when it next meets.

Resolved: (i) To allocate ongoing responsibility for governance policy to the Nominations Committee, which will be renamed the Governance & Nominations Committee.

(ii) To amend the terms of reference for the Governance & Nominations Committee in the terms attached (amendments marked up) and authorise the General Counsel & University Secretary to make consequential amendments to the Statement of Governance Principles.

(iii) To note that the Chancellor will appoint Alison Gaines as an additional member of the new Governance & Nominations Committee.
13. ENVIRONMENTAL COMMITTEE

Senate noted the minutes of the meeting of the Environmental Committee held on 04/05/2005.

Resolved: (i) To amend the terms of reference for the Environmental Committee in the terms attached (amendments marked up).

(ii) To endorse Dr Melanie Strawbridge being co-opted as a member of the committee for a term expiring on 31/12/2005.

14. EQUITY & EQUAL OPPORTUNITY COMMITTEE

Senate noted the minutes of the Equity & Equal Opportunity Committee resolution by circulation dated 12/05/2005.

Resolved: To discontinue the Senate Equity and Equal Opportunity Committee and the management Equity Coordinating Committee, on the basis that their respective functional roles will be replaced by a new standing committee of Academic Council (i.e. the Student Equity and Social Justice Committee), on the one hand, and SEG, briefed by the Director of Human Resources for all employer-employee equity and equal opportunity matters, on the other. In doing so, the Senate noted the attached terms of reference and membership of the new Student Equity and Social Justice Committee.

15. LEGISLATION COMMITTEE

Senate noted the following minutes of the Legislation Committee:

- Meeting held on 30/03/2005
- Decision by circulation dated 04/05/2005
- Decision by circulation dated 17/05/2005

Resolved: (i) To amend Statute no. 8 – Interpretation in the terms attached (amendments marked up).

Secretary’s note: Pursuant to section 25(1)(b) of the Murdoch University Act, the amendments will be published for 21 days.

(ii) To endorse the recommendations of the Academic Council (minutes dated 16/03/2005) to amend the following regulations in the terms attached (amendments marked up):

(a) Certificate Regulations (AC/22/2005(v))
(b) Professional Doctorate Regulations, Master by Coursework Degree Regulations and the Diploma Regulations (AC/30/2005);
(c) Student Appeals Committee Regulations (AC/33/2005);
(d) Bachelor Degree Regulations, Diploma Regulations and Master by Coursework Degree Regulations (AC/34/2005).

(iii) To note that, pursuant to the authority delegated to it by resolution S/16/2005, the Legislation Committee has approved the final drafting of the Universities Legislation Amendment Bill 2005 (WA).

(iv) To endorse the recommendations of the Academic Council (minutes dated 13/04/2005) to amend the Master by Coursework Degree Regulations and the Certificate Regulations (AC/42/2005(ii)) in the terms attached (amendments marked up).
16. NOMINATIONS COMMITTEE

Senate noted the minutes of the meeting of the Nominations Committee held on 30/03/2005. There were no recommendations requiring a resolution of Senate.

17. RESOURCES COMMITTEE (PAPERS & DISCUSSION COMMERCIAL IN CONFIDENCE)

Senate noted the minutes of the meeting of the Resources Committee held on 10/05/2005 and resolved in accordance with the recommendation of the committee as follows:

Resolved: 8/32/2005

(i) To note and adopt the University’s audited annual report and financial statements for the year ended 31/12/2004.

(ii) To approve the write-off of the debts as at 31/03/2005 as shown in the attached schedule.

(iii) To approve management proceeding with finalisation of the approval processes to allow the proposed development and lease of land to Sandalinc Pty Ltd to proceed and to enter into commercial lease documentation in accordance with the information provided.

(iv) To approve payments above $100K made during the period 11/03/2005 to 28/04/2005 as shown in the attached schedule.

(v) Subject to sub-paragraphs (a) and (b), to the extent that the University is invited to become a member of any one or more of the CRCs described below, to authorise the University to become a member of the relevant CRC and to provide such guarantee as required but such guarantee to be no more than $100 in each case:

- CRC for National Plant Biosecurity;
- CRC for Sustainable Forrest Landscapes;
- CRC for an Internationally Competitive Pork Industry; and
- Parker CRC for Integrated Hydrometallurgy Solutions.

(a) This authorisation is subject to the proposed incorporated entity adopting a statement of governance principles to include a reporting regime to its members that conforms as closely as possible to the University’s Governance of University Entities Policy; and

(b) Paragraphs 6 (to the extent that the Office of Financial Services of the University will not be responsible for keeping the accounts records of the CRC), 8 and 10 of the University’s Policy for the Governance of University Entities and paragraphs 3, 5, 8, 12, 14, 15, 16, 17, 18, 22, 24, 28, 29, 30 and 31 of the University’s Policy on the Establishment and operation of Incorporated Entities will not apply to the University’s membership of any CRC pursuant to this resolution.

(vi) To approve the University establishing incorporated entities in any overseas jurisdiction for the purposes of an offshore course relationship, subject to the attached conditions.

18. OFFICIAL SEAL

Senate noted the attached report provided in accordance with resolution S/54/2004.
19. **AEG AND MURDOCH COLLEGE LITIGATION (CONFIDENTIAL ITEM)**

Senate noted a confidential briefing paper dated 21/05/2005, prepared by the General Counsel & University Secretary. In debating the proposal, the following points were raised:

- A complete victory in court would not deliver the flexibility and certainty that the negotiated solution provides
- The parties need to agree the terms of the documents to establish the feeder college by 30 June, failing which they will revert to their original positions
- A more detailed financial analysis will be provided for Senate’s consideration at its June meeting, in particular dealing with return on investment by way of the estimated capital outlay required. However, signing the settlement deed on 25 May commits the University to the proposal, unless the parties are unable to reach agree on the terms of the relevant documents by 30 June
- Great care needs to be take in drafting the relevant documents to ensure precision in the definition of terms such as “secondary education”, “foundation courses” and “feeder college”
- Accommodating the teaching space requirements of the proposed feeder college has been carefully considered, and a space analysis will be provided for Senate’s information at its next meeting

**Resolved:**

S/33/2005

(i) To approve the University settling all existing disputes relating to the Murdoch College relationship on the basis of the principles detailed in the draft deed of settlement provided with the confidential briefing paper dated 21/05/2005.

(ii) To authorise the Vice Chancellor and the General Counsel & University Secretary to execute the settlement deed in the terms (or substantially in the terms) of the draft and to conclude negotiations for, and execute, all documents and agreements which, in their opinion, are necessary to implement the terms of the settlement, including the establishment of a feeder college with the Alexander Education Group that is consistent with the principles and parameters outlined in the draft settlement deed.

20. **VICE CHANCELLOR’S CONTRACT (CONFIDENTIAL ITEM)**

The Chancellor provided a verbal briefing to Senate in terms of his discussions with the Vice Chancellor and the deliberations of the Chancellor’s Committee.

Senate unanimously supported the proposed extension of contract.

**Resolved:** To approve extending the Vice Chancellor’s employment contract until S/34/2005 30/06/2010.

Signed as a true record of the meeting of the Senate held on 24/05/2005.

__Emeritus Professor Geoffrey Bolton - Chair__

Dated: June, 2005
Objective

To design a Professional Development Framework that offers a range of education and development activities that cater for the Senate as a cohesive group, the various working parties and committees and individual needs of new and continuing members.

Methodology

It is proposed to take a tiered approach to ensure that Senate members’ training and development needs are tailored relative to their experience in governance matters in a flexible, yet consistent approach.

This approach would provide learning opportunities for Senate as a group; propose options for specific training topics to be provided for the various standing committees and intensive skill and knowledge training at an individual level. This would be particularly relevant to the newer members of Senate. At any time Senate members could be engaged in one or a number types of professional development activities.

This would provide the most cost effective and consistent approach for effective learning and development.

The Model

<table>
<thead>
<tr>
<th>Strategic Development and Team Building</th>
<th>Team Skills and Knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senate Retreat</td>
<td>Subject coaching. (i.e. Audit and Risk Management briefings from PWC)</td>
</tr>
<tr>
<td>Dinner guest speakers</td>
<td>Specific training (i.e. legislative changes)</td>
</tr>
<tr>
<td>Governance conferences</td>
<td>Meeting protocols and behaviours</td>
</tr>
<tr>
<td>Teambuilding activities (i.e. utilising the Christmas and other functions)</td>
<td>Subject specific conferences and networking functions</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual Skills and Knowledge</td>
<td>Senate member induction course</td>
</tr>
<tr>
<td></td>
<td>Specific training courses (finance, governance, etc)</td>
</tr>
<tr>
<td></td>
<td>Mentoring program from more experienced Senators/external contacts</td>
</tr>
<tr>
<td></td>
<td>Business association memberships (i.e. AICD, CPA et al) and professional networking functions</td>
</tr>
</tbody>
</table>
Identifying professional development needs

The Senate Charter section 13 provides for Murdoch University to offer professional development for Senate members.

Funds are allocated within the Legal and Governance budget to accommodate these plans.

Murdoch University Manager Staff Development and Director Human Resources can assist the Chancellor in identifying potential training and development opportunities.

Responsibilities

The Chancellor is responsible for:
- Issuing the development framework for all Senate members;
- Ensuring new Senate members undertake the induction programme; and
- Assisting the Chairs of Committees and Working Parties in identifying subject training and development needs.

The Chairs of the various standing committees or working parties are responsible for:
- Identifying any team development needs for the committees.

Each Senate member is responsible for:
- Alerting the Chancellor of their own development needs in order to fulfil their Senate responsibilities; and
- Offering suggestions on potential activities that could provide suitable training, development or experiences for either Senate as a whole or Senate members individually.

The Director Human Resources is responsible for:
- Developing a comprehensive yet flexible professional development framework for Senate members in consultation with nominated Senate members and the General Counsel & University Secretary; and
- Sourcing appropriate training and development activities and experiences to support the Professional Development Framework (refer to Attachment One).

The General Counsel & University Secretary is responsible for:
- Monitoring and coordinating the Senate induction training programme for new members in accordance with clause 13.3 of the Senate charter;
- Reviewing the Senate induction training programme for currency/relevance;
- Providing new Senate members with necessary support information and material about the role of Senate members;
- Providing input into the design and training objectives of the Professional Development Framework for Senate members; and
- Delivering annual seminar concerning statutory duties for members of Senate.
## Potential training and development activity providers
(Examples but not limited to those suggested below)

<table>
<thead>
<tr>
<th>Activity Type</th>
<th>Description</th>
<th>Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferences</td>
<td>Annual Corporate Governance Conference</td>
<td>• Institute for Governance University of Canberra</td>
</tr>
<tr>
<td>Networking Functions</td>
<td>Attend professional association functions with some invited guests with links to the University</td>
<td>• AICD • Chamber of Commerce &amp; Industry</td>
</tr>
<tr>
<td>Skills Training</td>
<td>University Induction program, new duties and Code of Conduct</td>
<td>• Murdoch University - General Counsel &amp; University Secretary</td>
</tr>
<tr>
<td></td>
<td>Governance knowledge</td>
<td>• Institute for Governance (various courses)</td>
</tr>
<tr>
<td></td>
<td>Finance training (in accordance with Senate Resolution S/06/2003)</td>
<td>• Office of Financial Services in conjunction with the Australian Institute of Company Directors (AICD)</td>
</tr>
<tr>
<td></td>
<td>Meeting protocols and behaviours</td>
<td>• Internal resource</td>
</tr>
<tr>
<td>Dinner Speakers</td>
<td>External</td>
<td>• Identified leaders in Academic and Business Governance</td>
</tr>
<tr>
<td></td>
<td>One-on-one development</td>
<td>• Executive Deans/PVCs/Deans</td>
</tr>
<tr>
<td>Coaching and Mentoring</td>
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<tr>
<td>Team skills</td>
<td>Senate Retreat – Annual planning for the whole Senate Group with SEG members</td>
<td>• Chancellor and VC to organize a facilitated session</td>
</tr>
<tr>
<td></td>
<td>Audit Update Sessions for Audit and Risk Management Committee</td>
<td>• Simon Ford from PWC</td>
</tr>
</tbody>
</table>

Contacts for booking/scheduling training and development activities.

Mr. Michael Jones  
Manager Staff Development  
Murdoch University  
Level 3, Chancellery Building  
Ph: 93607385  
Email: michael.jones@murdoch.edu.au

Greta vom Berg  
Director Human Resources  
Murdoch University  
Level 3, Chancellery Building  
Ph: 93602601  
Email: g.vomberg@murdoch.edu.au
In accordance with Senate Resolution S/06/2003 training and information for members of Senate is provided by a combination of externally and internally sourced facilitation.

The foundations for financial skills for members of Senate are provided by the completion of a 1-day program facilitated by the Australian Institute of Company Directors (AICD). This program consists of two parts: i) Introduction to Financial Statements for Directors, and ii) Assessing Company Performance for Directors.

The outline for this program is provided below.

Additionally a program provided by the Office of Financial Services will provide Senate members with an understanding of the University sector approach to financial matters, together with a study of the particular financial statements and information produced by Murdoch University.

Provision of programs

In 2005 both the AICD and Office of Financial Services components will be offered to any member of Senate wishing to attend (dates to be arranged). In subsequent years new members of Senate will be able to attend a public offering of the AICD program (offered approximately 4 times per year) followed by a 1-1 session with a member of the Office of Financial Services.

Content of AICD Programs

**Introduction to Financial Statements for Directors**

At the end of the program participants will be able to:

- Understand the major elements of the financial statements
- Understand the linkages between the financial statements
- Identify a director’s duties with regards to a company’s financial statements and reports

Program:

- Introduction to Financial Statements
- Accounting conventions and standards
- Two case studies designed to cover the fundamentals of the content and meaning of financial statements
- Not-for-profit companies
- Goodwill
- Directors duties regarding financial statements

**Assessing Company Performance for Directors**

At the end of the program participants will be able to:

- Understand how to use financial data in calculating simple financial ratios
- Be able to apply and interpret key financial ratios
- Identify general ratios used for a board to monitor performance
Understand how to evaluate solvency, what should be done and when

Program:
- Analysis of Company Performance using ratios covering
  - Liquidity
  - Operating performance
  - Financing
  - Profitability
- Two ratio case studies – one commercial and one not-for-profit
- Non-financial performance indicators
- Duties regarding insolvency and ideas for detecting insolvency
Senate Resolutions: Search Results

Displaying records 1 thru 4 of 4 records found (4 records displayed).

SENATE PROCESSES
Resolution S/6/2003
[Meeting date: 24-2-2003]

Financial Training of Senators
Last year the Senate processes working party had recommended financial training for Senators. This recommendation was withdrawn for further consideration, in light of suggestions from some Senators. The working party had considered the matter further and now brought forward a modified recommendation. On its advice, the meeting

RESOLVED
(a) that financial management training be provided by the University for all interested Senators;
(b) that any new members of the Audit and Risk Management Committee or Resources Committee who do not have the financial skills or knowledge to read a set of accounts be expected to undergo this training;
(c) that the training be in a Murdoch University context, not simply generic, with a focus on reading the current year’s budget and the most recent financial statements;
(d) that this training be conducted both in the city and on campus;
(e) that this training be offered each year for new Senators.
## Proposed AUQA calendar for Senate

<table>
<thead>
<tr>
<th>Senate meeting date</th>
<th>Agenda items or actions required</th>
</tr>
</thead>
</table>
| 24th May 2005             | Information on:  
  ➢ governance;  
  ➢ structures;  
  ➢ reporting lines;  
  ➢ subcommittees; and  
  ➢ responsibilities of directors  
  is provided in the Senate’s Statement of Governance Principles. |
| 28 June 2005              | ➢ Details of University preparations  
  ➢ Summary of self identified areas for improvement to date.  
  ➢ Overview of portfolio chapter drafts to date (particularly the chapter on governance)  
  ➢ List of governance recommendations highlighted in other AUQA reports |
| 16 August 2005            | ➢ Draft performance portfolio for Whole of Institution Audit.  
  ➢ Seek broad endorsement of initial draft of Performance Portfolio and delegation of authority to the full SEG to sign off on final version |
| 11 October 2005           | ➢ Details of draft Whole of Institution Audit panel schedule and panel members  
  ➢ Details of areas that Senate members may be asked questions on.  
  ➢ Final copy of performance portfolio for information |
| 22 November to 1st December 2005 | ➢ Final Whole of Institution Audit interview schedule  
  ➢ Final details on possible interview topics.  
  ➢ Final summary of self identified areas for improvement.  
  ➢ Areas that the audit panel has asked for further information |
| March 2006                 | Whole of Institution Audit                                                                        |
|                           | Report of Whole of Institution Audit released to Senate members                                   |

**Timeline for AUQA audit dependent on date of visit.**
Amended terms of reference for the Governance & Nominations Committee:

7. **Governance & Nominations Committee**

7.1. **Terms of reference:**

7.1.1. To identify the skills, experience and knowledge that should be sought in filling any appointed vacancies on the Senate and:

7.1.1.1. to recommend to the Minister on the appointment or re-appointment of any of the 6 positions on the Senate appointed by the Governor;

7.1.1.2. to liaise with the Premier or the Leader of the Opposition on the appointment or re-appointment of the positions on the Senate appointed by them, respectively;

7.1.1.3. to recommend to the Senate on the appointment or re-appointment to any of the 3 co-opted positions on the Senate.

7.1.2. To recommend to the Senate a systematic and transparent process and criteria for filling Senate vacancies, including who should be consulted.

7.1.3. In making its recommendations, the committee will also take into account the following criteria:

7.1.3.1. the National Governance Protocols mandate that there:

7.1.3.1.1. must be at least two Senators having financial expertise (as demonstrated by relevant qualifications and financial management experience at senior level in the public or private sector) and at least one Senator with commercial expertise (as demonstrated by relevant experience at senior level in the public or private sector); and

7.1.3.1.2. must be a majority of external independent Senators who are neither enrolled as a student nor employed by the higher education provider; and

7.1.3.1.3. must not be current Senators of any State or Commonwealth parliament or legislative assembly other than where specifically selected by the Senate itself;

7.1.3.2. whether those considered have an appreciation of the values of a university and its core activities of teaching and research, its independence and academic freedom;

7.1.3.3. whether they can contribute to the Senate by having or having the capacity to develop a good understanding of what the external community needs from the University; and

7.1.3.4. the extent to which the experience of the persons being considered will contribute to the effective working of the Senate.

7.1.4. **To advise the Senate on matters relating to the overall governance policy of the University, to ensure that it adheres to the best governance principles and practice.**

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1 This is subject to the amendments to the size and composition of Senate.
7.1.5. To regularly review the operating procedures of the Senate, including its committee structures, standing orders, standing resolutions and annual cycle of business.

7.1.6. To advise on any other governance issues referred to it by the Senate or the Chancellor

7.2. **Composition:**

7.2.1. Chancellor (chair)

7.2.2. Pro Chancellor

7.2.3. Vice Chancellor

7.2.4. Guild President

7.2.5. 1-2 lay Senators

7.2.6. A Senator from those elected by the staff

7.2.7. The membership will include at least one male and at least one female

7.2.8. Standing observer: Director of Human Resources

7.2.9. Secretary: General Counsel & University Secretary

7.3. **Membership criteria:**

<table>
<thead>
<tr>
<th>All members</th>
<th>Among the members</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Respect for confidentiality of the discussions</td>
<td>• People used to negotiating sensitive selections</td>
</tr>
<tr>
<td></td>
<td>• Knowledge of (and preferably personal acquaintance with) leaders in business and political circles and the community</td>
</tr>
<tr>
<td></td>
<td>• Experience and knowledge in relation to developments and best practice in governance policy and practices</td>
</tr>
</tbody>
</table>
Amended terms of reference for the Environmental Committee

3. Environmental Committee

3.1 Terms of reference:

3.1.1 To develop an environmental policy for the University within the context of Murdoch University’s vision and strategic plan.

3.1.2 Based on this policy, to develop environmental management plan for the University’s campuses which address all lands and facilities including key environmental indicators for the built and natural environments, the farm lands, and sporting fields and human activity on campus.

3.1.3 To oversee the implementation of the environmental management plan and monitor those key environmental indicators within the plan.

3.1.4 To report annually to Senate on the state of the campus environment.

3.1.5 To periodically review and update the environmental policy and environmental management plan.

3.1.6 To advise the Senate on any environmental issues that are referred to the Committee.

3.1.7 To promote environmental related activities on and off campus.

3.1.8 To recommend the environmental parameters for campus development.

3.1.9 To advise Resources Committee on the environmental aspects of the Campus Master Plan.

3.2 Composition

3.2.1 3 members of the Senate (one as Chair)

3.2.2 Four members of the academic staff with environmental expertise

3.2.3 A member of general staff with environmental expertise

3.2.4 Vice Chancellor ex officio

3.2.5 Guild President ex officio; Student representative with an interest in Environmentalism

3.2.6 The membership shall include at least one male and at least one female.

3.2.7 Standing observer: Director of Commercial Services

3.2.8 Secretary: Environmental Officer, University Secretary
Academic Council Student Equity and Social Justice Committee terms of reference and constitution:

The terms of reference for the proposed Academic Council Student Equity Social Justice Committee are:

- To provide advice on the promotion of equity, diversity and social justice for the student body within the University.
- To recommend to Senate (after endorsement by Academic Council) on student equity priorities for the University, on a three year cycle.
- To recommend targets for the student equity priority areas, using management recommendations as a starting point for discussion.
- The review performance against targets in these areas, for each of the designated equity groups, and to report annually on these to Academic Council and Senate, including and recommendations for changes to targets and/or strategies.
- To advise on other issues related to equity, diversity and social justice as requested by the Vice Chancellor or Academic Council.

The Committee will not have responsibility for the management of staff EEO issues.

The membership of the committee to be:

- Pro Vice Chancellor (Academic) – Chair
- President of Academic Council (or Nominee)
- The Manager, Equal Opportunity & Social Justice
- The Equity Coordinator
- Director, Kulbardi Aboriginal Centre
- A member of staff with expertise in the area of equity and social justice appointed by Academic Council
- A student member nominated by the Guild

Standing Observer: The Human Resource Advisor – EEO

The Committee should meet at least three two times a year with an agenda to:

1. Review and amend annual plan
2. Review progress of annual plan
3. Assess year’s activities, committee performance and statistical reports.
Proposed amendments to Statute no. 8 - Interpretation

Statute No. 8—Interpretation


1. In any Statute, Regulation or By-law of the University, unless the context otherwise requires:

   Absolute majority means a majority of all the persons for the time being holding office;

   Act means the Murdoch University Act 1973 (WA);

   By-law means a by-law of the University made under the Act;

   Campus means the lands or premises from time to time designated as a campus by the Senate. There may be more than one campus so designated at any one time;

   Day means calendar day;

   Dean means the Head of a School upon whom the Vice-Chancellor has conferred the title Dean in accordance with the Division Regulations;

   Division means a unit of university organisation constituted as a Division by the Division Regulations;

   Examination means an examination conducted by or within the University or an examination conducted by any other person or body prescribed by the statutes as a person or body authorised to conduct examinations for the University;

   Executive Dean means the Executive Dean of a Division appointed under the Division Regulations;

   External Student means a student designated as an external student by the Secretary;

   General Staff means members of the staff all employees of the University who are not members of the University’s academic staff;

   Graduate means a graduate of any University;

   Member of the University means a person who is a member of the Senate, a member of the staff of the University other than a person employed on a casual basis, a graduate of the University or a student;

   Office of the University means the office of the University as from time to time designated by the Senate;

   Prescribed means prescribed by the Act, or a Statute, Regulation or By-law as the case may be;

   Part-time Student means a student designated as a part-time student by the Secretary;
Regulation means a Regulation of the University made under the Act;

School or School of Study means the unit of university organisation constituted as a School under the School Regulations or the Division Regulations;

Secretary means the person for the time being appointed by the Senate as Secretary of the University employed by the University in the position of General Counsel & University Secretary, or such other position as subsumes or replaces it;

Statute means a statute of the University made under the Act and the Statutes means all the Statutes for the time being in force;

Student means a person enrolled in the University as a student and the Students means the student body for the time being;

Undergraduate means a Student enrolled in a unit for a Bachelor’s Degree;

University when used to describe a locality means all land and buildings owned or occupied by the University and any other land declared by the Governor in accordance with section 24(2) of the Act to be University lands and all buildings or structures on such land; and

Working day means a day other than a Saturday, Sunday or other day on which the University is officially closed.

2. Subject to paragraph 3(d), the provisions of the Interpretation Act 1984 (WA) in force from time to time apply in the interpretation and construction of the Statutes, Regulations and By-law.

3. (1) Any right, privilege, obligation or liability acquired, accrued, or incurred under the revoked or amended Statute, Regulation or By-law shall be part of that Statute or Regulation.

(2) A Schedule to a Statute, Regulation or By-law shall be part of that Statute, Regulation or By-Law.

3. The repeal or amendment of any Statute, Regulation or By-law in whole or in part, unless the contrary intention appears, shall not affect:

(a) any right, privilege, obligation or liability acquired, accrued, or incurred under the revoked or amended Statute, Regulation or By-law;

(b) any penalty or punishment incurred in respect of any offence committed under the revoked or amended Statute, Regulation or By-law;

(c) any investigation, inquiry, legal proceedings or remedy in respect of any such right, privilege, obligation or liability, penalty or punishment and any such investigation, inquiry, legal proceedings or remedy may be instituted, continued or enforced and any such penalty or punishment may be imposed as if the revoking or amending Statute, Regulation or By-law had not been made.

4. Any reference to any Act of the State of Western Australia or any Statute, Regulation or By-law shall, from the date of any amendment to such Act, Statute, Regulation or By-law be deemed to be that Act, Statute, Regulation or By-law as so amended.

5. In any Statute, Regulation or By-law unless the contrary intention appears:

(a) words importing either gender shall include the other;
(b) words in the singular shall include the plural and words in the plural shall include the singular;

(a) a reference to any person holding an office shall be to the person who holds or discharges the duty of that office for the time being, or to the person who is for the time being acting in that office as the case may require;

(d) a person appointed as a member of a University body or organisation by virtue of some other office held by him or her whether in the University or elsewhere, and expressed to be appointed ‘ex officio’ shall have the right to nominate any other person to represent him or her on any such body or organisation and from time to time remove and replace any such nominee as he or she shall think fit;

(ec) a reference to a person who is ‘primarily a student’ is a reference to a person whom the Vice-Chancellor determines is primarily a student.

(fd) Any reference to days includes parts of days. Any reference to periods of days “after”, ”from” or “prior to” a day shall exclude that day in the calculation of the number of days. Whenever a specified period of days ends on a Saturday, Sunday For the purposes of sub-section 61(2) of the Interpretation Act 1984 (WA), “excluded day” means Saturday, Sunday, or other day on which the University is officially closed, the period shall end on the next day that is a working day.

64. The periods of instruction in each year shall be determined by the Senate.

75. For the purposes of section 8(2) of the Act, the University shall (inter alia) consist of all members of the academic and general staff of the University other than those employed on a casual basis.
| Amend | 1(c) Graduate Certificates in: Applied Economics (GradCertAppEcon), Applied Language Education (LOTE) (GradCertAppLangEd), Applied Sociology (GradCertAppSoc), Applied Statistics (GradCertAppStats), Asian Languages (GradCertAsLang), Creative Arts (GradCertCA), Dispute Resolution (GradCertDispRes), Drama Teaching (GradCertDramaTeach), Early Childhood Education (GradCertEarlyChildEd), Education Studies (GradCertEdSt), Ecologically Sustainable Development (GradCertEcolSustDev), Economics (GradCertEcon), Ethics (GradCertEthics), Health, Safety and the Environment (GradCertHSE), Human Resource Management (GradCertHRM), Industrial Property (GradCertIndProp), Law (GradCertLaw), Legal Studies (Court Administration) (GradCertLegSt), Mathematics Teaching (GradCertMathTeach), Organisational Human Resources and Safety (GradCertOHRS), Pharmacy Entry (GradCertPharmEnt), Philosophy (GradCertPhil), Physics (GradCertPhys), Policy Studies (GradCertPolSt), Professional Writing (GradCertProfWrite), Radio Journalism (GradCertRadioJour), Road Safety Studies (GradCertRSS), Security, Terrorism and Counterterrorism Studies (GradCertSecurTerr), Special Needs Education (GradCertSpecNeedsEd), Tertiary and Adult Education (GradCertTerAdEd); |

**Insert 8A.** A student may undertake one Council approve specialisation within a postgraduate course. The core unit points value within the specialised set of units must be greater than 50 per cent of the total points required to complete the course.

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**CERTIFICATE REGULATIONS AMENDMENTS  
SENATE RESOLUTION S/31/2005**

| Date of Academic Council recommendation: | 16/03/2005 |
| Academic Council resolution number: | AC/22/2005(v) and AC/30/2005 |
| Date of Legislation Committee endorsement: | 30/03/2005 |
| Legislation Committee resolution number: | LC/04/2005 |
| Proposed amendment: (all changes to be shown in mark-up) | |
### PROFESSIONAL DOCTORATE REGULATIONS AMENDMENT

**SENATE RESOLUTION S/31/2005**

<table>
<thead>
<tr>
<th>Date of Academic Council recommendation:</th>
<th>16/03/2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Council resolution number:</td>
<td>AC/30/2005</td>
</tr>
<tr>
<td>Date of Legislation Committee endorsement:</td>
<td>30/03/2005</td>
</tr>
<tr>
<td>Legislation Committee resolution number:</td>
<td>LC/04/2005</td>
</tr>
</tbody>
</table>

**Proposed amendment:** (all changes to be shown in mark-up)

20B. A student may undertake one Council approved specialisation within a postgraduate course. The core unit points value within the specialised set of units must be greater than 50 per cent of the total points required to complete the course.
### Master by Coursework Degree Regulations Amendments

**Senate Resolution S/31/2005**

<table>
<thead>
<tr>
<th>Date of Academic Council recommendation:</th>
<th>16/03/2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Council resolution number:</td>
<td>AC/30/2005 AND AC/34/2005</td>
</tr>
<tr>
<td>Date of Legislation Committee endorsement:</td>
<td>30/03/2005</td>
</tr>
<tr>
<td>Legislation Committee resolution number:</td>
<td>LC/04/2005</td>
</tr>
</tbody>
</table>

**Proposed amendment:** (all changes to be shown in mark-up)

13A. A student may undertake one Council approved specialisation within a postgraduate course. The core unit points value within the specialised set of units must be greater than 50 per cent of the total points required to complete the course.

16B. **Enrolment intermission**

   Enrolment intermission must be applied for when students require a break in studies of one year or more. Students may apply for intermission due to serious illness or other exceptional personal circumstances which might prohibit them from continuing their enrolment. This may include but is not limited to, personal / family reasons, employment, sporting, cultural, legal or military duties.

Enrolment intermission requires the approval of the Fees and Enrolments Officer in the Office of Central Student Administration.
### Diploma Regulations Amendments

**Senate Resolution S/31/2005**

<table>
<thead>
<tr>
<th><strong>Date of Academic Council recommendation:</strong></th>
<th>16/03/2005</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic Council resolution number:</strong></td>
<td>AC/30/2005 and AC/34/2005</td>
</tr>
<tr>
<td><strong>Date of Legislation Committee endorsement:</strong></td>
<td>30/03/2005</td>
</tr>
<tr>
<td><strong>Legislation Committee resolution number:</strong></td>
<td>LC/04/2005</td>
</tr>
</tbody>
</table>

**Proposed amendment:**

*(all changes to be shown in mark-up)*

|  **12A.** | A student may undertake one Council approved specialisation within a postgraduate course. The core unit points value within the specialised set of units must be greater than 50 per cent of the total points required to complete the course. |
|  **15B.** | **Enrolment intermission**  
Enrolment intermission must be applied for when students require a break in studies of one year or more. Students may apply for intermission due to serious illness or other exceptional personal circumstances which might prohibit them from continuing their enrolment. This may include but is not limited to, personal / family reasons, employment, sporting, cultural, legal or military duties.  
Enrolment intermission requires the approval of the Fees and Enrolments Officer in the Office of Central Student Administration. |

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**SENATE MINUTES 24/05/2005 (MEETING #03/2005)**

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| Date of Academic Council recommendation: | 16/03/2005 |
| Academic Council resolution number: | AC/33/2005 |
| Date of Legislation Committee endorsement: | 30/03/2005 |
| Legislation Committee resolution number: | LC/04/2005 |
| Proposed amendment: (all changes to be shown in mark-up) | 10. Members of the Committee must not participate in hearing an appeal in which there is **actual** bias or possible **reasonable** apprehension of bias: |
### Bachelor Degree Regulations Amendment

**Senate Resolution S/31/2005**

<table>
<thead>
<tr>
<th>Date of Academic Council recommendation:</th>
<th>16/03/2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Council resolution number:</td>
<td>AC/34/2005</td>
</tr>
<tr>
<td>Date of Legislation Committee endorsement:</td>
<td>30/03/2005</td>
</tr>
<tr>
<td>Legislation Committee resolution number:</td>
<td>LC/04/2005</td>
</tr>
</tbody>
</table>

**Proposed amendment:**

<table>
<thead>
<tr>
<th>(all changes to be shown in mark-up)</th>
<th>38B. Enrolment intermission</th>
</tr>
</thead>
</table>

Enrolment intermission must be applied for when students require a break in studies of one year or more. Students may apply for intermission due to serious illness or other exceptional personal circumstances which might prohibit them from continuing their enrolment. This may include but is not limited to, personal / family reasons, employment, sporting, cultural, legal or military duties.

Enrolment intermission requires the approval of the Fees and Enrolments Officer in the Office of Central Student Administration.
1(1) The following Degrees of Master by Coursework shall be offered by the University: joint Master of Applied Psychology/Doctor of Philosophy (MAppPsych/PhD), Master of Applied Psychology (MAppPsych), Master of Arts (MA), Master of Business Administration (MBA), Master of Education (MEd), Master of Electronic Business (MEB), Master of Electronic Commerce (MEC), Master of Engineering (ME), Master of Human Resource Management (MHRM), Master of International Business (MIB), Master of Laws (LLM), Master of Medical Engineering (MME), Master of Ministry (MMin), Master of Natural Systems Engineering (MNatSysEng), Master of Network Management and Security (MNetManSecur), Master of Pharmacy (MPharm), Master of Science (MSc), Master of Science in Environmental Architecture (MScEnvArch), Master of Theology (MTheol), Master of Transport Studies (MTransSt), Master of Veterinary Studies (MVS), MBA in Aviation Management (MBAAvnMan), MBA in Health Services Management (Nursing Leadership) (MBAHSM) and MBA in International Business (MBAIntBus).

2(1) To qualify for the ordinary degree of master a student shall complete the points shown below:

<table>
<thead>
<tr>
<th>Degree</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of Applied Psychology</td>
<td>48</td>
</tr>
<tr>
<td>Master of Arts</td>
<td></td>
</tr>
<tr>
<td>— in Asian Studies</td>
<td>48</td>
</tr>
<tr>
<td>— in Asian Sustainable Development</td>
<td>48</td>
</tr>
<tr>
<td>— in City Policy</td>
<td>48</td>
</tr>
<tr>
<td>— in Community Development</td>
<td>48</td>
</tr>
<tr>
<td>— in Development Studies</td>
<td>48</td>
</tr>
<tr>
<td>— in Ecologically Sustainable Development</td>
<td>48</td>
</tr>
<tr>
<td>— in Globalisation and Governance</td>
<td>24</td>
</tr>
<tr>
<td>— in Literature and Communication</td>
<td>24</td>
</tr>
<tr>
<td>— in Local Governance</td>
<td>48</td>
</tr>
<tr>
<td>— in Public Administration</td>
<td>48</td>
</tr>
<tr>
<td>— in Public History</td>
<td>48</td>
</tr>
<tr>
<td>— in Public Policy</td>
<td>48</td>
</tr>
<tr>
<td>— in Science and Technology Policy</td>
<td>48</td>
</tr>
<tr>
<td>— in Social Research and Evaluation</td>
<td>48</td>
</tr>
<tr>
<td>— in Theological Studies</td>
<td>48</td>
</tr>
<tr>
<td>Master of Business Administration</td>
<td>48</td>
</tr>
<tr>
<td>Master of Education</td>
<td>24</td>
</tr>
<tr>
<td>Master of Electronic Business</td>
<td>48</td>
</tr>
<tr>
<td>Master of Electronic Commerce</td>
<td>48</td>
</tr>
<tr>
<td>Degree</td>
<td>Points</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Master of Engineering</td>
<td>24</td>
</tr>
<tr>
<td>Master of Human Resource Management</td>
<td>48</td>
</tr>
<tr>
<td>Master of International Business</td>
<td>48</td>
</tr>
<tr>
<td>Master of Laws</td>
<td>24</td>
</tr>
<tr>
<td>Master of Medical Engineering</td>
<td>24</td>
</tr>
<tr>
<td>Master of Ministry</td>
<td>48</td>
</tr>
<tr>
<td>Master of Natural Systems Engineering</td>
<td>48</td>
</tr>
<tr>
<td><strong>Master of Network Management and Security</strong></td>
<td><strong>48</strong></td>
</tr>
<tr>
<td>Master of Pharmacy</td>
<td>72</td>
</tr>
<tr>
<td>Master of Science</td>
<td>24</td>
</tr>
<tr>
<td>Master of Science in Environmental Architecture</td>
<td>48</td>
</tr>
<tr>
<td>Master of Science in Extractive Metallurgy</td>
<td>24</td>
</tr>
<tr>
<td>Master of Science in Information Technology</td>
<td>48</td>
</tr>
<tr>
<td>Master of Science in Renewable Energy</td>
<td>48</td>
</tr>
<tr>
<td>Master of Science in Telecommunications Management</td>
<td>48</td>
</tr>
<tr>
<td>Master of Theology</td>
<td>48</td>
</tr>
<tr>
<td>Master of Transport Studies</td>
<td>36</td>
</tr>
<tr>
<td>Master of Veterinary Studies</td>
<td>24</td>
</tr>
<tr>
<td>Master of Veterinary Studies in Conservation Medicine</td>
<td>24</td>
</tr>
<tr>
<td>Master of Veterinary Studies in Veterinary Surveillance</td>
<td>24</td>
</tr>
<tr>
<td>MBA in Aviation Management</td>
<td>48</td>
</tr>
<tr>
<td>MBA in Health Services Management</td>
<td>48</td>
</tr>
<tr>
<td>Proposed amendment: (all changes to be shown in mark-up)</td>
<td>1(d) Postgraduate Certificates in: Asian Sustainable Development (PgCertAsSDev), Applied Molecular Biology Techniques (PgCertAppMolBiol), Aviation Management (PgCertAvnMan), Business Administration (PgCertBusAdmin), City Policy (PgCertCityPol), Community Development (PgCertCommDev), Ecological Public Health (PgCertEcolPubHlth), Ecologically Sustainable Development (PgCertEcolSustDev), Electronic Business (PgCertEB), Energy Policy (PgCertEnPol), Energy Studies (PgCertEnSt), Environmental Impact Assessment (PgCertEIA), Environmental Management (PgCertEnvMan), Human Resource Management (PgCertHRM), Inclusive Education (PgCertIncEd), Information Technology (PgCertIT), Knowledge Management (PgCertKnowlMngt), Molecular Plant Breeding and Crop Protection (PgCertMolPBCP), Neuromusculoskeletal Rehabilitation (PgCertNeurRehab), Policy Studies (PgCertPolSt), Public Policy (PgCertPubPol), Psychology Teaching (PgCertPsychTeach), Science and Technology Policy (PgCertSTP), Telecommunications Management (PgCertTelMan), Veterinary Conservation Medicine (PgCertVetConsMed)</td>
</tr>
</tbody>
</table>
Approved write-off of debts as at 31/03/2005

<table>
<thead>
<tr>
<th>Name of Debtor</th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inside Computers</td>
<td>275.00</td>
</tr>
<tr>
<td>Merdeka University</td>
<td>8,599.00</td>
</tr>
<tr>
<td>Vagabond Theatre Company</td>
<td>100.00</td>
</tr>
<tr>
<td>Powercorp</td>
<td>17,873.94</td>
</tr>
</tbody>
</table>

Amounts requiring both Senate and Ministerial approval

<table>
<thead>
<tr>
<th>Name of Debtor</th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Esteban Enterprises</td>
<td>83,834.29</td>
</tr>
<tr>
<td>Guangdong Cross-Cultural College</td>
<td>74,643.76</td>
</tr>
<tr>
<td>Kolej Ibutkota</td>
<td>72,600.00</td>
</tr>
</tbody>
</table>
### Approved payments >$100K made during period 11/03/2005 to 28/04/2005

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Taxation Office</td>
<td>818,032.00</td>
</tr>
<tr>
<td>Australian Taxation Office</td>
<td>799,798.00</td>
</tr>
<tr>
<td>Australian Taxation Office</td>
<td>818,824.00</td>
</tr>
<tr>
<td>Merit projects (Wesfarmers Blg.)</td>
<td>803,444.18</td>
</tr>
</tbody>
</table>
Approval to incorporate entities in overseas jurisdictions (offshore course relationships)

(i) Subject to (ii), paragraphs 1 and 2 of the University’s Policy for the Establishment and Operation of Incorporated Entities (“Policy”) will not apply to companies proposed to be incorporated in any overseas jurisdiction for the purposes of an offshore course relationship.

(ii) This exemption is subject to:

(a) The University obtaining tax advice from a reputable firm of accountants who must seek advice in relevant jurisdictions confirming that the formation of a company is the most effective method of managing the University’s operation in that country and does not create any adverse tax consequence for the University.

(b) The Senior Executive Group approving the establishment of the offshore course relationship in the relevant jurisdiction, including the operation of that relationship via an offshore incorporated entity (“Offshore Company”).

(c) The Policy will apply to every Offshore Company, including ownership and appointment of directors, except to the extent that it is inconsistent with legislation applicable within the particular jurisdiction. Where there is any inconsistency, the Policy will be modified only to the extent necessary to ensure consistency with local legislation.

(d) Paragraph 3 of the Policy is varied by deleting references to the University Company Secretary and substituting in lieu the Director of Financial Services.

(e) The Director of Financial Services will report to the Senate immediately after the incorporation of each such Offshore Company, providing details of the entity name, directors, shareholding and proposed commercialisation plan for the Offshore Company.

(f) At the first meeting, the board of directors (or equivalent) of every Offshore Company will adopt and evaluate regularly a written statement of its governance principles that contains, as a minimum, standards of governance contained in the University’s Policy for the Governance of University Entities.

(g) Each Offshore Company will prepare an annual business plan, operate on approved budgets, and report to its shareholders on its activities at least quarterly. The business plan, budgets and reports on activities will be presented to its shareholders (or equivalent) for approval.

(h) Each Offshore Company must obtain shareholder approval before: (1) the incurring of any debt; (2) the provision of any guarantee; or (3) the incurring of any contingent liability. Shareholder approval will be given only after careful consideration of a business case (in writing) including a risk assessment of the proposed activity.

(i) The audited financial statements of each Offshore Company must be presented to its shareholders (or equivalent) for review within 3 months of the financial year-end of the entity.

(j) Each Offshore Company is responsible for its own administrative, secretariat and accounting support. The University may provide such support on a fee for service basis. The costs of obtaining such support must be accounted for in the business case submitted in support of the proposed offshore course relationship.
## Report of documents to which the Official Seal has been applied

<table>
<thead>
<tr>
<th>Date</th>
<th>Other party</th>
<th>Subject matter</th>
</tr>
</thead>
<tbody>
<tr>
<td>01/04/2005</td>
<td>Womens Service Guild Trust</td>
<td>Deed of variation</td>
</tr>
<tr>
<td>04/04/2005</td>
<td>University Technologies International Inc</td>
<td>Deed</td>
</tr>
<tr>
<td>07/04/2005</td>
<td>Staff member</td>
<td>Settlement deed</td>
</tr>
<tr>
<td>21/04/2005</td>
<td>Shannon Berch</td>
<td>Deed of confidentiality - Thesis Examiner</td>
</tr>
<tr>
<td>21/04/2005</td>
<td>Minister for Training (Peel Regional Campus)</td>
<td>Deed of lease</td>
</tr>
<tr>
<td>29/04/2005</td>
<td>Australian Postal Corporation</td>
<td>Deed of variation - agency agreement</td>
</tr>
<tr>
<td>06/05/2004</td>
<td>State Education Department, New York</td>
<td>Certification of Pre-Professional Education - Ramesh Kumar Sivacolundhu</td>
</tr>
</tbody>
</table>