Date: Tuesday, 11/10/2005
Time: 4:30 pm
Venue: Senate room, South Street Campus

AGENDA

1. MEMBERSHIP
2. APOLOGIES
3. DECLARATIONS OF INTEREST (SENATE STANDING ORDERS CLAUSE 4.2)

PART A - MAJOR ISSUES

4. PVC (CORPORATE SERVICES)'S ANNUAL MANAGEMENT REPORT
5. PVC (RESEARCH & DEVELOPMENT)'S ANNUAL RESEARCH REPORT

PART B - OTHER ISSUES FOR DISCUSSION

6. VICE CHANCELLOR'S REPORT
7. AUQA AUDIT STATUS REPORT
8. SENATE PRIORITIES 2005
9. SENATE COMMITTEE CHAIRS FOR 2006-2009
10. RATIFICATION OF STATUTE AMENDMENTS

PART C - OTHER ITEMS

11. CONFIRMATION OF PREVIOUS MINUTES
12. ACADEMIC COUNCIL
13. CHANCELLOR’S COMMITTEE
14. GOVERNANCE & NOMINATIONS COMMITTEE
15. HONORARY AWARDS AND CEREMONIAL COMMITTEE
16. RESOURCES COMMITTEE
17. OFFICIAL SEAL
18. SENATE MEETING DATES 2005
19. MATTERS FOR INFORMATION

PART D - CONFIDENTIAL ITEMS

20. MERGER FEASIBILITY STUDY UPDATE
Date: Tuesday, 11/10/2005
Time: 4:30 pm
Venue: Senate room, South Street Campus

Afternoon tea will be available in the foyer of the Senate Suite from 4pm. Would you kindly remember to wear your name badge?

After the meeting members are invited to have dinner at Club Murdoch.

If you will be unable to remain for dinner, would you please advise the Assistant University Secretary, Samantha Summerton, by phone as soon as possible, so we can finalise catering numbers? Her number is 9360 6333.

If any Senate member would like additional information on any agenda item, or has a motion or changes to recommendations which could be included in a supplementary agenda, please contact me as soon as possible via eMail to J.Pease@murdoch.edu.au.

The Chancellor has also requested that, if you intend to speak to a particular item (in particular any item included in Part C of the agenda), please let me know in advance. Where the item is in Part C, would you please also identify the specific item and provide brief details of the aspect(s) in respect of which you intend to speak? This will greatly facilitate the smooth running of the meeting.

JOHN PEASE
GENERAL COUNSEL
& UNIVERSITY SECRETARY
05/10/2005
AGENDA

1. MEMBERSHIP
   1.1 A list of current Senate members is attached.
   1.2 Details of current Senate committees, their respective terms of reference and members are attached. A copy is also maintained online at: http://senate.murdoch.edu.au/2004/scmembership.html

2. APOLOGIES
   2.1 Nil
   2.2 Any apologies received after circulation of the agenda will be reported to the meeting.

3. DECLARATIONS OF INTEREST

Section 17A and Division 2 of Schedule 1 of the Murdoch University Act require all members of Senate who have a material personal interest in a matter being considered or about to be considered:
   (i) to declare the nature and extent of the interest; and
   (ii) not to be present during consideration of the matter, nor vote on it.

3.1 Senate resolution S/35/2005 noting the Vice Chancellor’s declaration of interest regarding the merger proposal from Curtin University of Technology remains in effect.

PART A - MAJOR ISSUES

4. PVC (CORPORATE SERVICES) ANNUAL MANAGEMENT REPORT
   The PVC (Corporate Services) will speak to his attached report.

5. PVC (RESEARCH & DEVELOPMENT) ANNUAL MANAGEMENT REPORT
   The PVC (Research) will speak to his report.

PART B - OTHER ISSUES FOR DISCUSSION

6. VICE CHANCELLOR’S REPORT
   The Vice Chancellor will speak to his report to Senate, a copy of which is attached.

7. AUQA AUDIT STATUS REPORT
   The PVC (Academic) will provide a brief update for Senate members on the AUQA audit scheduled for 2006 (briefing paper attached).
8. **SENATE PRIORITIES**

By resolution S/23/2005, Senate adopt the following priorities for 2005, including the allocated responsibility for preparing discussion papers:

- 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)).
- 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).
- Identification of long-term goals for the University, including understanding the changing nature of higher education policy (Responsibility: PVC (Resource Management) and PVC (Strategy)).
- Maintain the University’s compliance with the National Governance Protocols (Responsibility: Governance & Nominations Committee and General Counsel & University Secretary).

The information has been included in Item 6 – Vice Chancellor’s report.

9. **SENATE COMMITTEE CHAIRS FOR 2006-2009**

The Chancellor has prepared the attached recommendation relating to appointment of the Chairs of Senate committees for the 2006-2009 period.

10. **RATIFICATION OF STATUTE AMENDMENTS**

On 16/08/2005 Senate approved amendments to Statute 5 – Academic Council in the terms attached (changes marked up). Notice of the proposed amendments has been displayed at the University in accordance with paragraph 25(1)(b) of the Murdoch University Act.

Note: In accordance with section 25 of the Murdoch University Act, an absolute majority of Senate must approve/ratifii these amendments

## PART C - OTHER ITEMS

*The Chancellor will put the following as a single item for noting and for the approval/acceptance of any recommendations contained in them. Members of Senate may request that any of these items to be reserved for discussion.*

11. **CONFIRMATION OF PREVIOUS MINUTES**

11.1 Confirmation of the minutes of the meeting held on 16/08/2005.

11.2 Note the attached report of action on resolutions passed at the previous meeting.
12. ACADEMIC COUNCIL
The minutes of the Academic Council meeting held on 14/09/2005 are attached. Other than in relation to legislative matters, the following items contain recommendations to Senate:

AC/125/2005 Approval of a revised ‘Establishment and Management of Centres’ policy as attached.

13. CHANCELLOR’S COMMITTEE
The minutes of the Chancellor’s Committee meetings held on 13/09/2005 and 28/09/2005 are attached. There are no recommendations to Senate.

14. GOVERNANCE & NOMINATIONS COMMITTEE
The minutes of the Governance & Nominations Committee meeting held on 24/08/2005 are attached. The following items contain recommendations to Senate:

GNC/13/2005 Ms Dawn Casey be co-opted as a member of Senate for a 3 year term commencing on 01/01/2006, to replace Bob Pett whose third term expires on 31/12/2005.

GNC/14/2005 To amend the Statement of Governance Principles in the terms attached (changes marked up).

15. HONORARY AWARDS AND CEREMONIAL COMMITTEE
The minutes of the Honorary Awards and Ceremonial Committee meeting held on 27/09/2005 are attached. There are no recommendations to Senate.

16. RESOURCES COMMITTEE
The minutes of the Resources Committee meeting held on 20/09/2005 are attached. The following items contain recommendations to Senate:

RC/18/2005 Authorisation for management to enter into negotiations with St Ives on the development of a high care facility, and to commence feasibility studies and the design of an expansion of the Village.


RC/21/2005 Approval, subject to conditions, of the University subscribing for shares in a proposed incorporated joint venture vehicle to commercial intellectual property.
17. **OFFICIAL SEAL**

In accordance with resolution S/54/2004, the General Counsel & University Secretary has provided a report detailing the documents to which the official seal has been affixed since the last Senate meeting.

18. **SENATE MEETING DATES 2005**

18.1 The Senate’s meeting dates for 2005 and respective closing dates for agenda items are attached.

18.2 Proposed Senate meeting dates for 2006, as previously circulated, and respective closing dates for agenda items are attached for approval.

19. **MATTERS FOR INFORMATION**

A copy of any newspaper or other articles of relevance or interest are attached.

**PART D – CONFIDENTIAL ITEMS**

20. **MERGER FEASIBILITY STUDY UPDATE**

The minutes of the Chancellor’s (Merger) Committee meetings held on 13/09/2005, 26/09/2005 and 28/09/2005 are attached. The Chancellor and the Merger Feasibility team will provide a verbal update.
## AGENDA ITEM 1.1

### CURRENT MEMBERS OF SENATE

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Term expires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emeritus Professor Geoffrey Bolton</td>
<td>Chancellor</td>
<td>24/11/2006</td>
</tr>
<tr>
<td>Prof John Yovich</td>
<td>Vice Chancellor</td>
<td>Ex officio</td>
</tr>
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</table>

### APPOINTED MEMBERS

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Alison Gaines</td>
<td>21/07/2008</td>
</tr>
<tr>
<td>Malcolm Macpherson</td>
<td>10/09/2006</td>
</tr>
<tr>
<td>Judge Kate O’Brien</td>
<td>15/05/2006</td>
</tr>
<tr>
<td>Terry Budge</td>
<td>31/05/2007</td>
</tr>
<tr>
<td>Garry Hunt</td>
<td>26/05/2007</td>
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### CO-OPTED MEMBERS

<table>
<thead>
<tr>
<th>Name</th>
<th>Term expires</th>
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<tbody>
<tr>
<td>The Rt Hon Sir William Heseltine</td>
<td>24/07/2006</td>
</tr>
<tr>
<td>Richard Lester</td>
<td>22/05/2006</td>
</tr>
<tr>
<td>Robert Pett</td>
<td>31/12/2005</td>
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</tbody>
</table>

### ELECTED ACADEMIC STAFF

<table>
<thead>
<tr>
<th>Name</th>
<th>Term expires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof Stuart Bradley</td>
<td>09/11/2005</td>
</tr>
<tr>
<td>Assoc Prof Nick Costa</td>
<td>25/09/2006</td>
</tr>
<tr>
<td>Dr Jim Macbeth</td>
<td>28/10/2007</td>
</tr>
</tbody>
</table>

### ELECTED GENERAL STAFF

<table>
<thead>
<tr>
<th>Name</th>
<th>Term expires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philip Hocking</td>
<td>21/04/2008</td>
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</table>

### ELECTED CONVOCATION

<table>
<thead>
<tr>
<th>Name</th>
<th>Term expires</th>
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</thead>
<tbody>
<tr>
<td>Janice Bowra</td>
<td>31/12/2005</td>
</tr>
<tr>
<td>Carolyn Jakobsen</td>
<td>31/12/2006</td>
</tr>
</tbody>
</table>

### ELECTED STUDENTS

<table>
<thead>
<tr>
<th>Name</th>
<th>Term expires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malcolm Bradley</td>
<td>31/12/2005</td>
</tr>
<tr>
<td>Daniel Narbett</td>
<td>31/12/2005</td>
</tr>
</tbody>
</table>
SECTION 17A - DISCLOSURE OF INTERESTS

17A. Disclosure of Interests

Schedule 1 Division 2 has effect.

DIVISION 2 — DISCLOSURE OF INTERESTS

2. Disclosure of interests

2.1 A member of the Senate who has a material personal interest in a matter being considered or about to be considered by the Senate must, as soon as possible after the relevant facts have come to the member’s knowledge, disclose the nature and extent of the interest at a meeting of the Senate.

2.2 A disclosure under subclause (1) is to be recorded in the minutes of the meeting.

3. Voting by interested members

A member of the Senate who has a material personal interest in a matter that is being considered by the Senate

(a) must not vote whether at a meeting or otherwise

(i) on the matter; or

(ii) on a proposed resolution under clause 4 in respect of the matter, whether relating to that member or a different member;

and

(b) must not be present while

(i) the matter; or

(ii) a proposed resolution of the kind referred to in paragraph (a)(ii).

is being considered at a meeting.

4. Clause 3 may be declared inapplicable

Clause 3 does not apply if the Senate has at any time passed a resolution that

(a) specifies the member, the interest and the matter; and

(b) states that the members voting for the resolution are satisfied that the interest should not disqualify the member from considering or voting on the matter.

5. Quorum where clause 3 applies

Despite section 12(6), if a member is disqualified under clause 3 in relation to a matter, a quorum is present during the consideration of the matter if at least 7 members of the Senate are present who are entitled to vote on any motion that may be moved at the meeting in relation to the matter.

6. Minister may declare clauses 3 and 5 inapplicable

(1) The Minister may, on the application of a member of the Senate, by writing declare that clause 3 or 5 or both of them do not apply in relation to a specified matter either generally or in voting on particular resolutions.

(2) The Minister must cause a copy of a declaration made under subclause (1) to be laid before each House of Parliament within 14 sitting days of that House after the declaration is made.
Management Report
Division of Administration (DOA)

GOAL

“To achieve Murdoch Universities strategic objectives by providing effective leadership and managing our human, financial and physical resources in a planned and accountable fashion”

This paper provides an overview of the activities of DOA and

a) Achievements through 2005
b) Key environmental and other issues impacting activity, and
c) Some of the strategies and initiatives being pursued

This paper is for noting by Senate.

Introduction

The 2004 presentation to Senate set out the “corner stones” upon which DOA was going to build so as to continue to develop and improve the administration and facilities management performance of the University. These corner stones were

- Right people, right skills, right job
- Acceptance, integration and trust (from users)
- Financial and system improvement project
- Managing and prioritising capital spend
- IT strategic review and consultation

Offices Within the Division

- Human Resources
- Finance
- Information Technology
- Commercial Services
- Corporate Communications and Public Relations

Corporate Communications and Public Relations was added to DOA recently. This move is in conjunction with a restructuring of the group which will see the skill set of the group expanded to support the development of new revenue opportunities for the University and to increase focus on the management of events and publicity on campus. The restructure should also see opportunities emerge to better integrate activities between administration support groups and improve the efficiencies (and remove duplication) of a variety of activities.
Key Environmental Factors

The University is in the midst of a rapidly changing environment which is testing the capacity of the administration systems and resources. This has reinforced the need to continue the development of improvements in people, systems and processes to support decision making and management within the University.

The University has completed a 10 year forecast of the potential financial performance of the University assuming the University continues to operate in an “as is” capacity and the current external environmental factors continue over that period. This forecast shows the University operations incurring significant deficits by 2010 unless major revenue streams are identified (with an appropriate margin) and efficiencies and cost savings are implemented. A large part of the drive for efficiencies will fall with the administration divisions of the University.

Finance

The University accounts received an unqualified audit opinion again in 2004. The audit process included the implementation of International Accounting Standards (IFRS) to the accounts for the first time. The first full set of financial statements presented under IFRS will be the 2005 accounts.

The finance teams have been working across the University with the Financial Process Improvement Group, a group comprising representatives from all divisions of the University, to develop priorities for system and process improvements. Major improvements over the year have included

- New budget and forecasting tools to streamline input, reduce duplication and improve analysis capabilities
- A consistent policy across the University for the recognition of leave accruals, severance pay, debt provisioning and debt write off.
- New policies and processes for accounting for research grants
- New policies and controls over the issue and use of credit cards
- Improved timing and usefulness of monthly management reporting

In addition the finance teams have developed and implemented a Travel Database and Reporting system to be able to track and locate persons travelling (in case of emergency) and to ensure travel insurance obligations are met.

An internal self insurance system has also been established whereby certain claims falling below the excess on the University wide insurance program are payable from internal sources.

A University wide asset stock take is in process and will be completed prior to the 2005 audit.
Historically the University has not had a strong focus on tax issues given its exempt tax status. Considerable attention is being given to reviewing international tax arrangements and in improving the understanding of the University community in matters such as GST and FBT. This process is still in its infancy and the program will continue over 2006.

The University has the potential to achieve major cost savings and efficiencies through the overhaul and restructure of base financial systems. Currently systems are not integrated and processing involves significant double handling. In addition the University has potential to achieve efficiencies and cost savings through the introduction of an integrated procurement system that facilitates the use of University wide (or across all Universities in Perth) procurement contracts. A key to success in this regard is ensuring buyer compliance with such contracts. While such contracts already exist in some cases, buyer compliance across the University is poor due to many reasons, one of which is cumbersome systems.

The University is making application for funding to undertake this project from the Federal Government’s Workplace Productivity Program. Should this funding source not be forthcoming then funding support will be sought from the University’s strategic funds for 2006.

**Human Resources**

The HR teams have been very active in dealing with issues emanating from the Federal Government “Higher Education Workplace Relations Requirements” (HEWRR’s). Federal CGS funding comprising 5% in 2006 (approx $2.6m) and 7.5% in 2007 (approx $3.9m) is dependant on the University complying with these requirements.

Key issues required under HEWRR’s include the requirement for all staff appointed after 29 April 2005 to be offered a choice of employment arrangement including AWA’s and for the University to have a HEWRR’s compliant EBA in place by August 2006. Some Universities (eg Curtin) have been required to have compliant EBA’s by November 2005. Murdoch is in the second round of Universities as Murdoch still has a current EBA in place.

Effectively the changes required under HEWRR’s are designed to improve productivity in the workplace. The federal Government has set out five criteria for compliance with HEWRR’s:

- Choice in Employment Agreement (ie AWA or EBA),
- Direct Relationships with Employees,
- Workplace Flexibilities,
- Productivity and Performance criteria, and

The design of AWA’s for new staff has been completed and offers are currently being made. Murdoch’s current EBA expires in June 2006 and the University will be considering issues of EBA compliance with HEWRR’s over the next few months.
During the year Murdoch terminated the Edusafe Occupational Health Joint Venture with Curtin and brought the management of occupational health issues in house. A new Occupational Health manager has been appointed and progress is being made on resolving a backlog of occupational health issues within the University. This includes rectification of physical issues, refining policies, improving reporting systems and education programs for staff and students. Improvements include establishment of a hazardous substances risk management database and online accident reporting.

Worksafe have had two site inspections during the year with a significant number of improvement notices issued. These varied from housekeeping matters to upgrades to facilities.

Also as part of the termination of the Edusafe arrangement the management of workers compensation and injury management was brought in house. This has been a major success with workers compensation claims down on prior years and most significantly the average lost time per injury has decreased from 26 days to 6 days.

The HR team has been actively involved in the design and role out of the University’s Professional Development Review Program which involves elements of setting performance goals and highlighting development needs. In conjunction with this is the new leadership development framework which provides a number of training and development options for staff to engage in.

**Commercial Services**

The Commercial Services team underwent a significant restructure at the end of 2004 and early 2005. This has seen the number of staff within the team reduced and specialty skills outsourced where appropriate.

As part of the restructure many historical processes were challenged and redesigned. Of significance was the change to the way small and mid size construction projects have been managed. Historically these have all gone to open tender and been managed by an architect. The tender process has proven to be expensive to operate and value received from architects as project managers has been limited. Small and medium projects are now done in conjunction with a nominated design consultant and registered builder (as project supervisor) and then the University puts to quote small packages of work to make up the project. This approach has been very successful in achieving value for money, in getting quality consultation in the design process and in fast tracking projects.

Commercial Services have successfully managed
- Peel Campus construction
- Bookshop relocation and Ref upgrade
- Chiropractic Clinic construction
- Animal House upgrade
- Wesfarmers Building construction (completed in Oct)

During the year. All of the projects were achieved within budget parameters and timelines.
Projects currently in progress or under design are

- Tavern relocation
- Feeder College construction
- DAWA headquarters and bio security buildings
- St Ives Stages 7 and apartments
- St Ives High Care Facility and potential village expansion
- Peel Campus Stage 2
- CCIBS Research Labs (Dr Mallal – Gates Foundation Project)
- Bush Court Rejuvenation

The Commercial Services team is also responsible for the management of the Asbestos Replacement program. The replacement of roof and other material in the Vet and Education buildings during the summer period was very successful. This upcoming summer period will see the buildings on the western side of Bush Court have their roof material replaced at a cost in the vicinity of $2m.

The Murdoch Train Station, Fiona Stanley Hospital relocation of DAWA and rezoning of the eastern end of the campus present an exciting opportunity for the university to improve campus life and atmosphere, facilities and investment opportunities. Commercial Services are actively involved with all stakeholders in developing design and use parameters for the entire precinct to create a linked village like environment from the train station through to the campus.

While the precinct presents considerable opportunities for the University it will need to be coupled with investments in infrastructure and services to the area to support various developments. The level of investment will be scoped as precinct development plans become further refined.

Commercial Services have led a space audit process during the year to identify opportunities to better utilise University space. This process is ongoing and space identified in this process has been important in assisting the University to meet its teaching and research commitments. The process is working in conjunction with various timetabling initiatives which are designed to get better utilisation from facilities. This has seen timetabling for the standard day increase from 8.30am to 5.30pm to 8.30am to 7.30pm.

It has been well documented over recent times that the University has not invested sufficiently in the upkeep of its facilities. A major review by external consultants is underway to identify and document the condition of facilities and risks of major failures. This report will be used to establish priorities for the planning and funding of major maintenance upgrades in the future.

**Information Technology (IT)**

Information Technology has been identified as a key risk area for the University and has been subject to many audit recommendations from both the Auditor General and internal audit.
An internal review of IT services and expectations was commenced mid year as the first stage in developing appropriate strategies and determining funding requirements to address many of the issues in IT. A committee with representation across the University was charged with undertaking this review. Good progress has been made in the consultation process however the finalisation of the review has been delayed pending the outcome of merger feasibility discussions. A merger has the capacity to significantly alter strategies that would ultimately be implemented.

IT has developed its service over the last year with improvements including

- Upgrade of ilecture into 3 venues at Rockingham and 8 more at South Street
- Establishment of a video conferencing facility
- Installation of copyright compliance tools and monitoring processes
- Major upgrades to student services, finance and HR core systems
- Upgrade of Uninterrupted Power Supply capacity from 20 minutes to 2 hours
- Upgrade of SPAM management tools and processes
- Implementation of a redundant and robust central file storage capacity available to all staff

The Director of IT chaired a process to achieve grants for $2.2m to install optical fibre along the Perth to Mandurah railway link to interconnect all Murdoch campuses.

The risks in the IT portfolio continue to be a major focus of management into the next year.

Corporate Communications and Public Relations

The group has had several key achievements for the year. These include

- Development and role out of the “30” year campaign
- Development of a permanent historical walk to recognise the University’s namesake
- Appointment of a full time art curator
- Realignment and upgrade of the University’s official publications On Campus, Synergy, In Touch and the Annual Report

In recognition of the wide role undertaken by this group and the complexities involved, the skill set within the group will be expanded and reorganised to further build on the service capabilities and provide a greater focus on areas of revenue development for the University.
The Commonwealth Government, through the Department of Education, Science and Training (DEST), continues to conduct reviews of significant aspects of the higher education sector. The broad direction of these reviews is an increasing emphasis on competitive funding. Details of some of the current projects are provided below.

It is clear that the sector will move towards a greater prevalence of “tied” grants based on competitive applications and a decreasing proportion of Government funding. The Federal Labor opposition has previously indicated that it would consider rolling back many of the Nelson reforms. However, Ms Jenny Macklin, Labor education spokeswoman, recently indicated that “The Labor Party recognises that the fee-help loans scheme is important for eligible private higher education providers, and Labor would maintain their access to the scheme in government.” (Australian Financial Review, 19 September 2005) This demonstrates a change in policy and provides an indication that the embedding of sectoral reform is unlikely to be reversed with a change in Federal Government.

Research Quality Framework
The Research Quality Framework (RQF) stemmed from the recognition that there is no consistent approach to the measurement of the quality and the impact of publicly funded research and thus no assurance that public funds are being invested in high quality research providing public benefit.

DEST has released the details of its Preferred Model for assessing research quality and impact within a Research Quality Framework (RQF). This has been developed by an expert group chaired by Professor Gareth Roberts from England and the subject of extensive consultation.

The model adopts the ‘Frascati definition’ of research and proposes that knowledge diffusion and transfer is not included, but could benefit from a separate ‘Third Stream’ of funding. Features of the Preferred Model include:

- Funding will go to universities and publicly funded research agencies on the same basis, but in two different ‘pools’;
- Assessments of research will be related to both quality and impact;
- Institutions can select those researchers to be assessed under the RQF and provide ‘evidence portfolios’ for each of them; and
- Research groupings will be assessed and may include cross-disciplinary teams.

Twelve assessment panels (with approximately 50% international members) will look at subject groups and develop ways of assessing cross-disciplinary research in that area.

The RQF would adopt rating scales “which are sensitive to discipline differences”. A five point scale is proposed for quality and a three point scale for impact. All funding would go to institutions in a block grant, allowing institutions to determine internal allocation.
Following completion of the consultation phase in 2005, the model will be refined in 2006 with the aim of introducing the RQF in 2007 and publishing the results in 2008.

**Third Mission Funding**

Universities encompass three fundamental missions - teaching and learning, research and community engagement. The so-called “Third Mission” of community engagement is defined as “the generation, use, application and exploitation of knowledge and other university capabilities outside academic environments” (Science and Technology Policy Research Unit, 2005). The Third Mission is focused on community and public engagement with the transfer of knowledge including both commercial and non-commercial components.

Societal expectations of Universities have changed significantly in recent years and this is reflected in the range activities being considered within Third Mission discussions. These include:

- Demand for University knowledge services,
- Increased economic growth through innovation,
- Opportunities for life-long learning (short courses, extension),
- Cultural activities,
- Community outreach by academic staff (lectures, presentations),
- Information services, and
- Community-based research (grants, projects, publications).

Universities are currently funded for teaching and research but there is no direct funding under the current regime for the third mission of community engagement. Given the scope of engagement with and service provision for the community indicated above, there is growing support for the introduction of Third Stream funding in Australia. Such funding already exists in the UK and provides reward to universities engaged in knowledge exchange with communities that better enables Universities to maintain these activities in the face of economic restraint.

Areas under consideration for third mission funding may include but not be limited to technology commercialization; entrepreneurial activities; commercialization and use of university facilities; flow of academic staff, scientists and technicians; non-academic collaboration in academic research; and non-academic dissemination. Such funding may be based on performance measures, in a similar manner to the Learning and Teaching Performance Fund, or provided as a competitive pool of funds.

I presented on Third Mission Funding to the AVCC meeting on 28th August 2005 and have been appointed to the AVCC Working Party on Engagement to develop a position paper on this topic.

**Workplace Relations - Higher Education Workplace Relations Requirements**

Murdoch University is still pursuing the implications of the Higher Education Workplace Relations Requirements (HEWRRs) on policies, practices and procedures to ensure compliance with all requirements by 30 November 2005. A key activity is to offer Australian Workplace Agreements (AWAs) to all new staff that have joined the University since 29th April 2005.

Murdoch is of the view that there is not a significant amount of change anticipated in policy. Predominantly change that occurs will be about custom and practice for example the University engaging staff directly in consultation rather than through the union. Recommendations have also been made in changing the practices of union specific membership on committees.
Murdoch continues to monitor all media and guidelines coming from the Federal Government to assist in building our position of compliance.

Workplace Relations - Workplace Productivity Programme

The growth in revenue from new places gained in 2005 through to 2007 has provided Murdoch with a financial buffer which has lessened the short term impact of the tightening of funding across the higher education sector. Murdoch management continue to develop strategies to improve efficiencies and productivity in the administration, academic and research areas of the university.

As part of the federal government reform programme Our Universities: Backing Australia’s Future the Australian Government has announced the introduction of a new Workplace Productivity Programme (WPP) to commence in 2006. The aim of WPP is to encourage higher education institutions to further progress workplace reform. The total funding available for the WPP is $83 million from 2006 to 2008. This programme is separate to the Higher Education Workplace Relations Requirements (HEWRRs).

The WPP recognises that the key to Australia’s economic prosperity is in creating efficient, flexible and innovative enterprises which are able to compete effectively. Funds allocated under the programme need to be spent on initiatives which foster workplace reforms, funding priorities for the programme could include:

- Review or reform of management, financial and human resource practices and delivery of disciplines to improve productivity and performance;
- Management development to improve productivity and performance through strengthened management, leadership and governance capability, and to assist the implementation of flexible working relationships;
- Financial development to assist governance capability;
- Professional development to improve productivity and performance through strengthened management, leadership and governance capability; or
- Systems development to enhance and improve flexible working relationships, direct relationships with employees, and productivity and performance.

Management are developing appropriate strategies for efficiencies and productivity gains that fall within guidelines that can be prioritised in the reform program. These strategies are being considered regardless of the status of merger discussions and may include joint submission with Curtin University of Technology on some of these processes. It is important to note that these process improvements will need to go ahead whether we are successful in gaining funding or not. There will be a significant impact on the way the University has operated, with strategic improvements be needed to achieve efficiencies.

HIGHER EDUCATION LEGISLATIVE AMENDMENT

The Higher Education Legislation Amendment (2005 Measures No.4) Bill 2005 was introduced to the House of Representatives on 14th September 2005 by the Hon Dr Brendan Nelson, Minister for Education, Science and Training. This is a Bill for an Act to amend the Education Services for Overseas Students Act 2000 and for related purposes.

The amendments in the Bill will enable high quality foreign universities and education providers to be listed as higher education providers, these providers will be the Australian branches of foreign universities.

Potential providers under this Bill will have to apply to establish an Australian branch and operate as a university under Protocol 2 of the National Protocols for Higher Education Approval
Processes. This is approved by an authorised accreditation authority as listed in the Australian Qualifications Framework Register.

The amendments will also extend Australian Government assistance under the loan schemes such that eligible students of such providers will be able to obtain assistance through the FEE-HELP and OS-HELP loan programs, although they will not be eligible for HECS-HELP.

These providers will not have access to direct Government funding such as the Commonwealth Grants Scheme (CGS), research funding and other grants unless they specifically receive an allocation of national priority places.

The Bill lists Carnegie Mellon University as the first such provider proposing to establish a branch in Adelaide. They will have the first intake of students in March 2006. They will be offering postgraduate courses in public policy/management and information technology, estimations are that they will attract 50 domestic students in the first year and up to 200 domestic students by 2009.

SENGATE PRIORITIES 2005

At its meeting on 24th May 2005, Senate resolved to adopt four priorities for 2005. A report on each is provided below.

(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 (Corporate)).

The University has been undertaking a review and investigation on all its relationships and financial agreements with external parties that operate on the campus using premises, facilities or intellectual property. This has revealed many and varied inconsistent (and uncommercial) arrangements across the campus. Control of this activity has now been vested with Corporate Services and Legal and Governance who now vet arrangements both for commercial and legal purposes. As an example the recent agreement with Sandalink Pty Ltd (a research group into cloning hard wood trees) has been converted form a giveaway of use of University land on the promise of future research prospects to a commercial arrangement still with the prospects of future research. Further work to convert other arrangements to a more sound commercial footing is progressing.

Development of overriding investment criteria and investment policy is still to be resolved. We are currently considering the appropriateness and affordability of quarantining the net proceeds from St Ives Stages 1 – 5 ($10 million) as an endowment investment. This requires further consideration.

(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)

Murdoch University Senators can provide valuable introductions and links to key corporates that support the work of the Murdoch University Foundation, the Office of Development and the Office of Corporate Communication and Public Relations (CCPR).

To date this has included:

• Senator Terry Budge being appointed a Trustee of the Murdoch University Foundation to assist with governance and corporate programs.
• Individual Senate members assisting in identifying, inviting and hosting key corporate contacts at internal and external events including the Murdoch sponsored Leadership Matters series and launches of fundraising programs including the International Theologian Campaign.

• Individual Senate members have assisted with grant applications and advised on corporate sponsorship proposals and high level contacts.

• Individual senators have identified prospects and assisted in securing new prizes and scholarships as part of the 2005 30 Prizes and Scholarships Campaign.

• All Senate members are sent formal invitations to attend all official University events, both internal and external to the University, including our regional campuses. An extension of this initiative has seen various Senate members and their respective partners invited and asked to participate in the actual event

• Senate Members have been asked to identify appropriate public relations and sponsorships opportunity that their companies are undertaking that could involve the University.

• Copies of the University’s three official publications – On Campus, Synergy and In Touch – are now sent to all Senate members as they are published. Some Senate members have requested several copies of these publications to be sent to their respective companies.

• CCPR have collaborated with various Senate members whose company initiatives have linked to that of the CCPR Office Plan and the University Strategic Plan for the purposes of Public Relations activity. For example in May 2005, The Law Society of W.A., Murdoch University and UWA held the inaugural Indigenous Law Mentoring Programme network event for the students and staff involved in this initiative. Support was both operational and financial.

• CCPR have developed lines of communication to various Senate members with regard to communicating relevant articles and stories for use in their respective company publications.

The Office of Development has purchased and is implementing a new fundraising and relationship management database and over the next 12 months will focus on collecting information on the University’s connections with individuals and corporates including existing and prospective donors, sponsors and partners. Senators will be asked to assist with this process by responding to a list of target individuals and corporates and identifying any links they have that may strengthen or initiate the relationships. Senators will then be asked to assist in hosting and attending a series of events throughout 2006 involving the identified individuals and corporates.

CCPR, the Office of Development and Mr Don Smart are working in collaboration to establish the ‘Banksia Association’. Senators will also be asked to assist with the establishment of the ‘Banksia Association’ which will consist of past lay Senate members, honorary Degree holders and Emeritus Professors. The ‘Banksia Association’ will drive a yearly events calendar for these people. This group of some 200 individuals includes some very high profile people that the University wishes to maintain and strengthen links with on a long term basis.

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

Management has undertaken a 10 year operating surplus/deficit and cash forecast that recognises the changing nature of Higher Education policies and the implications on the University financial performance. This activity has been incorporated into the Merger Feasibility Study Joint Working Group with a variety of analysis and changing trends factored
into the forecast. Analysis will be coming out as part of the proposed merger feasibility process. If the proposed merger does not proceed then strategies to deal with changes in policies will be developed further on a stand alone basis in the coming months.

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

On 31/08/2005 the General Counsel & University Secretary sent a draft compliance certificate and supporting documentation to DEST for review and comment. On 06/09/2005 DEST confirmed that (on the basis of the draft) the University will be fully compliant with the National Governance Protocols. On 05/10/2005 the Chancellor signed the final version of the certification statement. It will be despatched to DEST well in advance of the 14/10/2005 deadline.

AWARDS AND ACHIEVEMENTS

- Elizabeth Hamilton, a member of the Law School’s Foundation LLB class, was formally welcomed as a Magistrate at a ceremony at the Magistrates Court in Perth on 12th August 2005. I understand that she is the Murdoch Law graduate to have been appointed to judicial office.
  Ms Hamilton was a mature age student who graduated with an LLB from Murdoch in 1993. She has worked as a lawyer with the Aboriginal Legal Service and the Legal Aid Commission, most recently in Kalgoorlie. Later this year she will become the resident magistrate in Albany.

- Associate Professor David Macey, the Director of the Prospective Students’ & Admissions Centre, has been nominated as the AVCC representative on the National Credit Transfer and Articulation Data Working Group to be established by the Joint Committee on Higher Education, operating under MCEETYA, to assist in a national study of credit transfer and articulation arrangements. The study will look at current strengths and weaknesses in the system and barriers to further improvements, taking account of variations in current models of credit transfer. The Working Group will be established to improve existing data sets and definitions of articulation and credit transfer.

- The Australian Computer Society (ACS) has accredited a range of undergraduate courses and graduate diplomas in information technology through to the end of 2009. The Accreditation Board Panel commended the University on implementation of graduate attribute mapping at the unit level and expressed its appreciation of the preparatory work undertaken in the University’s application and the hospitality shown to Panels members on their visits to the University.

- Murdoch’s Politics and International Studies was reported to outperform the majority of politics departments in Australia and New Zealand in an article published in the *Australian Journal of Political Science* (Vol. 40, No. 3, pp. 425-434) in September 2005. The authors of the article, Tony Dale of Canterbury University and Shaun Goldfinch of Otago University, surveyed 27 Political Science departments in Australasia for the period 1995-2002 and concluded that UWA and Murdoch ‘are consistently good performers on citations per article, citations per staff member and article productivity’ (p. 431). For Citations per article and citations per staff member Murdoch was ranked fourth, for articles per staff member Murdoch was ranked third.

- Murdoch has negotiated with Blake Dawson Waldron to allow use of the compliance training guide/booklet ‘What you need to know about anti-competitive conduct and unfair
practices' developed and published by the Office of Legal and Governance. This will assist in their development of an online training course to address Trade Practices compliance in the university environment. In return for the intellectual property Murdoch University will be granted a two year licence for a 100 users to use the online training system. John Pease is to be congratulated for his efforts in developing the booklet.

- The Mandurah City Council recently approved three university scholarships a year for residents (as reported in the Mandurah Costal Times on 28th September 2005). These will assist students completing either a Bachelor of Commerce or a Bachelor of Science at the Peel Campus. This serves to further strengthen the links between Mandurah and Murdoch University.

- Alcoa World Alumina Australia has agreed to establish a suite of new undergraduate scholarships in Professional Accounting, with three of these for the Peel Campus to encourage local students to attend the new campus. These scholarships will be offered in 2006 and be available to first, second and third year students. They will have a value of $1,000 per student per annum for the balance of their degree, subject to progress. In addition, Alcoa will establish eight new scholarships of $15,000 each for the Postgraduate Diploma in Professional Experience (PEP) in 2006, four for each semester intake. Alcoa will also make available vacation work placement opportunities for scholarship holders, potentially leading to careers in Alcoa.

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**NOTABLE EVENTS**

- The Division of Science and Engineering held a public lecture on 17th August 2005 for National Science Week 2005 on the topic of CSI: Salvaging and Identifying Coin Treasure from Shipwrecks. Professor Walter Bloom, Program Chair in Mathematics and Statistics and Numismatist (coin expert) at the Western Australian Museum delivered the lecture.

- Mr Ian Callahan, Pro Vice Chancellor (Corporate Services), Professor Kateryna Longley, Pro Vice Chancellor (Regional Development), Mr Craig Spence, Director, Commercial Services, and I met with The Hon Alannah MacTiernan MLA, Minister for Planning and Infrastructure on 24th August 2005. We discussed the current proposal for a Chair in Local Governance and the MasterPlan for the South Street Campus.

- The former Captain of the Australian Swim Team and Olympic gold medallist, Mr Todd Pearson, opened the Chiropractic Clinic in a ceremony held on 2nd September 2005. The Clinic is open six days per week and is fully equipped with consulting rooms, rehabilitation equipment and WA’s first digital X-ray machine for Chiropractic assessment. It will provide comprehensive chiropractic care for the local community while giving students clinical experience in chiropractic evaluations and assessments, treatments and teaching rehabilitation to patients, all under the direct supervision of Government registered chiropractors.

- The Hon John Kobelke, MLA, Minister assisting the Minister for Water Resources launched the new publication ‘Water Auditing and Water Conservation’ written by Dr Jeff Sturman, Professor Goen Ho and Dr Kuruvilla Mathew. The launch was held at the Environmental Technology Centre at Murdoch University on 7th September 2005. The book will be made available around the world by the London-based publishers, it is a collection of the staff's lectures, as well as other supporting material, from their classes in water auditing. Water auditing is a way to quantify water flows and quality with the aim of reducing water usage & saving money on otherwise unnecessary water use. Improving water use efficiency in all water-use sectors is one of the main objectives of the State Water Strategy that the Gallop Government launched two and a half years ago.
Murdoch University hosted a Labor Business Roundtable Members Forum on 8th September 2005. The Hon Kim Chance MLC, Minister for Agriculture attended, I hosted the lunch with Professor Andris Stelbovics, Pro Vice Chancellor (Research), Mr Timothy Morrison, Director Research and Development, Professor Nick Costa, Chair in Sustainable Agriculture and Mr Ian Callahan, Pro Vice Chancellor (Corporate Services) also in attendance.

The annual Sir Walter Murdoch Lecture was held on 8th September 2005. His Excellency Dr Hans Sondaal, Ambassador of the Netherlands to Australia presented the lecture titled ‘Diplomacy in the 21st Century: dinosaur or vital force?’ exploring the issue of whether diplomacy will survive the challenges of the 21st Century with globalisation, information technology, terrorism and inter-relations between domestic and foreign policy all threatening the way diplomacy is used.

Her Excellency Pengiran Datin Masrainah Ahmad, High Commissioner for Brunei Darussalam visited Murdoch University on 15th September 2005. Professor Gary Martin, Pro Vice Chancellor (Strategy), Mr Brett Blacker, Director, Murdoch International and I met with Her Excellency. A morning tea was held where we introduced Ms Kate Sherriff-Smith, Associate Director, Murdoch International and Mr Shehan Thampapillai, Development and Promotions Manager from Murdoch International.

Murdoch University’s Multicultural and Anti-racism Week festival was held from 12th to 18th September 2005. During the week a series of multicultural initiatives were organised by both Murdoch University and the Guild of Students aimed at bringing about cultural change. The week’s celebrations were opened with an Anti-racism public lecture entitled ‘Difficult Dialogues: Let’s Talk About Race’ on 12th September 2005. The keynote speakers were the Hon Tony McRae (MLA), Member for Riverton and Parliamentary Secretary to the Minister for Agricultural and Forestry, the Midwest and Wheatbelt, and Ms Colleen Hayward, Manager, Kulunga Research Network.

Murdoch University co-sponsored the Tertiary Science Educators Forum with the Curriculum Council of Western Australia held on 20th September 2005. I gave the opening address followed by a discussion session chaired by Associate Professor Ken Harrison, School of Engineering Science on the topic of ‘Science Courses of Study’. Guest Speakers included Mr Mark Brown, Director of Curriculum at the Curriculum Council, Mr Robert Loss from Curtin University, Mr John Clarke, Head of Science at Penrhos College, and Associate Professor David Macey, Director of the Prospective Students and Admissions Centre.

To commemorate the founding of Murdoch University in 1975 the library is creating a series of displays in second semester 2005 which reflect the 30 years of collecting at Murdoch University. Key works for every year of 1975 to 2005 in specific subject areas will be displayed. In September the South Street Campus Library housed a small display to celebrate the life and work of Sir Ronald Wilson.

To celebrate the anniversary of Sir Walter Murdoch’s birth date and the 30th Anniversary of Murdoch University, a historical journey of Sir Walter Murdoch’s life was displayed in the South Street Campus Library. This included Sir Walter Murdoch’s personal library collection, his medals and some personal items, many of these have been gifted or loaned by his family. This display was launched by the Chancellor, Emeritus Professor Geoffrey Bolton, on 16 September 2005.

In September the newly refurbished main Art Gallery on level 4 of the South Street Campus Library hosted the 30/30 Vision display established to celebrate the 30th Anniversary of the Murdoch University Art Collection. A smaller exhibition space has also been established on Level 3 South Wing Foyer of the Library. In September this displayed significant works from our Indigenous Art Collection. This will be the first of a regular series of curated exhibitions to showcase the University’s collection of Artworks.
- The Vice Chancellor’s Recognition of Service Awards was held on the 15th September 2005. A certificate and commemorative lapel pin was presented to 17 recipients with service periods ranging from 10 to 30 years.

- I gave the opening address to the 2005 Tertiary Education Management Conference on 28th September 2005. This was a joint conference of the Association for Tertiary Education Management (ATEM) and the Tertiary Education Facilities Management Association. It is the first time in eight years the Conference has been held in Perth and was attended by over 500 delegates from Australia, New Zealand, South Africa and the United Kingdom.

- Murdoch University hosted the Australian American Fulbright Scholarship interviews on 30th September 2005. Ms Robin McClellan US Consul General to Perth was in attendance. Murdoch University administers the Fulbright scheme in Perth.

- Mr Govindan Nair, lead Economist at the World Bank Institute, presented the 2005 Alexander Education Group Seminar Series titled ‘Global Economics: How are you affected?’ Murdoch University staff and students attended the seminar, strengthening our ties with the Group.

FOR NOTING

EMail Communication Policy
A new policy for the management of e-mail communications as official University records has been developed by the Office of Legal and Governance. A bulletin was send to all staff advising them of their responsibilities.

Occupational Safety and Health – On-line Accident, Incident and Hazard Reporting System
The Office of Human Resources recently launched a new on-line accident, incident and hazard reporting system replacing the paper based system. This enhances the University’s capability to respond to accidents and incidents in the workplace as well as collate statistical data to assess trends and therefore, plan around safety matters. This reporting system can be accessed from any location locally, nationally or internationally. Where someone can not access a computer paper based reports can be submitted.
SENATE – 11 OCTOBER 2005

2005 WHOLE-OF-INSTITUTION AUDIT (WOIA) UPDATE

1. BACKGROUND
At the May meeting of Senate, members were provided with a proposed timetable for reporting, which included provision of the following information to this meeting:
• Details of draft WOIA Panel schedule and panel members.
• Details of areas on which Senators may be asked questions.
• Final copy of Performance Portfolio for information.

Information is provided in the following sections and supporting appendices.

2. WOIA PANEL MEMBERS AND PANEL SCHEDULE
2.1 WOIA Panel Members
The WOIA Panel Members are:
◇ Professor Alex Radloff, AUQA Auditor and Dean of the Faculty of Life Sciences at RMIT (Chair)
◇ Professor Hee Kiat Cheong, AUQA Auditor and President, SIM University, Singapore
◇ Mr Len Scanlan, retired Queensland State Auditor-General.
◇ Mr Terry Budge, Murdoch University Senator.

Biographical details are provided in Appendix A.

2.2 Panel Schedule
The Panel Schedule is currently under development in consultation with the Panel Chair. The agreed timetable for finalising the Schedule is provided in Appendix B.

The draft Schedule will be provided to the November meeting of Senate.

3. POTENTIAL INTERVIEW QUESTIONS
While this is not an AUQA audit, the current WOIA is mirroring AUQA processes as far as possible. AUQA has adopted the following definition of ‘quality audit’:

A systematic and independent examination to determine whether activities and related results comply with planned arrangements and whether these arrangements are implemented effectively and are suitable to achieve objectives (Australian/New Zealand Standard, 1994).

The intention of AUQA audit panels’ evaluation and checking of the self-review is to:
• Respect the objectives and values of the auditee.
• Contribute towards the auditee’s process of self-learning.
• Elucidate how the institution judges its teaching and research in relation to national and international standards.
When considering the Performance Portfolio and the University’s quality processes, the Panel will bear in mind the organisational questions outlined in Section 2.4.1 of the AUQA Audit Manual v2 (April 2004):

- What are the objectives of the process?
- How do these objectives relate to the organisation’s objectives? What are the main steps in the process?
- Who has responsibility for the process? Are others also responsible for stages in the process? How is the process implemented?
- What documentation is required for or associated with the process?
- How is the effectiveness of the process monitored? What indicators are used?
- What is the current state of achievement of the objectives as revealed by the indicators and monitoring?
- What analysis of the strengths and weaknesses of these quality assurance arrangements is performed? What does this indicate about the process effectiveness in achieving intended outcomes?
- What plans are in place (or proposals made) for development or improvement?

The Panel will not advise its questions in advance. It is anticipated that questions will relate to the information provided in the Performance Portfolio: Senators should therefore be familiar with the Portfolio, in particular:

- The University-level self-identified strengths and areas for improvement (sections 1.4 and 1.5).
- Chapter 2: Organisational and Management Structure and Governance.
  - Organisational and Management Structure and Governance Strengths (section 2.7).
  - Opportunities for Improvement in Organisational and Management Structure and Governance (section 2.8).
- Chapter 3: Strategic Planning, Budget Methods and Policy Management.
  - Strategic Planning, Budgetary and Policy Management Strengths (section 3.5).
  - Opportunities for Improvement in Strategic Planning, Budgeting and Policy Management (section 3.6).
- Chapter 4: Institutional Quality Improvement at Murdoch University.
- Chapter 9: Conclusions/Looking Ahead.

It is also possible that questions to Senators will cover issues highlighted through previous AUQA audits/recommendations. A list of AUQA governance recommendations on other universities was provided at Appendix D to the WOIA Progress Report to the June meeting of Senate. An updated list is provided at Appendix C to this report.

Sample potential questions are provided at Appendix D.

4. WOIA PERFORMANCE PORTFOLIO

A copy of the final Portfolio submitted to the WOIA Review Panel is provided separately.

Professor Jan Thomas
Pro Vice Chancellor (Academic)
30 September 2005
APPENDIX A

BIOGRAPHICAL DETAILS OF WOIA PANEL MEMBERS

Professor Alex Radloff (Chair)
Dean, Academic Development, RMIT University and a Qualified AUQA Auditor

As Dean, Academic Development, Professor Radloff is responsible for providing high level strategic leadership in teaching and learning at the University and Science Engineering and Technology (SET) Portfolio level; the implementation of the University’s Teaching and Learning Strategy within SET; and for ensuring the effective delivery and sound management of student and academic administration support functions within SET.

Professor Radloff’s qualifications include a BA, BA (Hons) and MA (Psychology) from the University of Cape Town, South Africa and a PhD (Education) from Murdoch University. Her doctoral studies focussed on the development of self-regulation of learning in mature age university students.

Professor Radloff’s research and development activities cover three areas:

- Self-regulation of learning in university students
- The development of student academic writing
- Professional development of academic staff

Her research and development work is inter-disciplinary and has a strong applied focus. It is also collaborative and has involved working with colleagues from different institutions and countries.

Professor Radloff has conducted more than 40 consultancies, evaluations and training programs for various clients in the private and public sectors. She has designed and presented professional development programs for participants from the Philippines, Indonesia, Malaysia, Pakistan, Vietnam and South Africa.

Alex is an Australian Universities Quality Agency (AUQA) auditor and was on the AUQA Audit Panel for the University of Canberra in 2003. She is a member of the Education Committee of the NSW Osteopathic Registration Board and was a Temporary Advisor, World Health Organisation, Regional Office for the Western Pacific in November, 2003. She has undertaken a number of reviews including of the Graduate Certificate in Tertiary Teaching, Monash University; of the Foundation in University Learning and Teaching, University of New South Wales; of the School of Exercise and Health Sciences, University of Western Sydney and was a member of the Quality Enhancement Visits to South Australia in 1998 and to Victoria in 1999 for the Public Health Association of Australia, as part of the PHERP Quality Enhancement Project.

Professor Radloff is a member of the American Association for Higher Education (AAHE); the Australian Osteopaths Association Research Committee; the Course Approval Panel for the Chinese Medicine Registration Board of Victoria; the European Association for Learning and Instruction (EARLI); the NSW Osteopaths Board Education Committee; the Staff and Educational Development Association (SEDA); and the Higher Education Research and Development Society of Australia (HERDSA). She has held a number of positions on the HERDSA Executive, including President of the WA Branch from 1998 – 2000.

Professor Radloff has received a number of awards and scholarships during her career:

- RMIT Institutional Award: Innovative and practical approach to the enhancement of the quality of teaching and learning at RMIT University (with Rosemary Chang and Kathleen Gray), 2004
❖ Vice Chancellor’s Award for Excellence, Curtin 1995
❖ Human Sciences Research Council Scholarship (South Africa) 1971-1972
❖ Yvonne Parfitt Bursary for undergraduate study (South Africa) 1967-1969

A more detailed CV is published on the RMIT University web site.

Professor Hee Kiat Cheong
President SIM University, Singapore and a Qualified AUQA Auditor

CHEONG Hee Kiat graduated with a BEng degree in Civil Engineering (Hons) from the University of Adelaide, and subsequently obtained his MSc, DIC and PhD from the Imperial College of Science, Technology and Medicine, U.K. He has been with the Nanyang Technological University since 1986, serving in various capacities, including Assistant to the President, Director, International Relations and Sub-Dean of the School of Civil and Environmental Engineering (CEE). He was the Dean of the School of CEE from 1996 to 2005 and a Deputy President of NTU overseeing continuing education, campus development and eLearning from 2000 to 2005. He also had oversight of graduate studies for NTU as its Dean of Graduate Studies from 2004 to 2005.

Presently, H K Cheong is President of the SIM University (UniSIM), the fourth and newly-established university in Singapore that has been given the authority by the Singapore Ministry of Education to award its own degrees.

H K Cheong has served on various university and public committees and boards, including the National Institute of Education Council, Singapore Polytechnic and Ngee Ann Polytechnic Boards of Governors, the Public Utilities Board and the Environmental Technology Institute Board of Directors. He co-chaired the first Maritime and Port Authority R&D Panel which defined the road map for R&D activities for the Singapore maritime industry for the next few years. H K Cheong has been involved in the university’s accreditation and academic audit activities and in an accreditation visit to Korean universities. He is a member of the AUQA panel of auditors. He was awarded the Singapore Public Administration Medal (Silver) in 1997. His research interest is in the areas of concrete structures and utilisation of waste materials.

Mr Len Scanlan
Retired State Auditor-General, Queensland

Len Scanlan held the position of Auditor-General of Queensland from 1997 until December 2004.

As the Queensland Parliament’s auditor Mr Scanlan was responsible for the audits of all local governments and State public sector entities including government departments, statutory bodies, government owned corporations, government companies and controlled entities of these organizations and communicating the audit results in Reports to Parliament.

He has been a career Queensland public servant (31 years) where his previous public sector experience includes service with the former Department of the Auditor-General where he was employed in external audit, policy and planning and audit services development. He also served with the Premier’s Department (4 1/2 years) working in inter-governmental relations, and the Queensland Treasury. Prior to his appointment as Auditor-General he held the position of Assistant Auditor-General (4 years) with the Queensland Audit Office.
Mr Scanlan is a graduate of the Queensland Institute (now University) of Technology with a Bachelor of Business (Accountancy). He also holds a Bachelor of Arts with majors in Government and Public Administration and a Master of Public Administration from the University of Queensland. In 1993 he received a Royal Institute of Public Administration Prize for outstanding academic achievement in public administration studies.

Mr Terry Budge
Company Director and Murdoch University Senator

Terry Budge has had over 30 years experience in the Australian banking industry. Most recently he was Managing Director of BankWest from December 1997 to May 2004, during which time he guided the Bank through a period of significant growth culminating in the sale of the minority shareholdings to parent company HBOS plc in September 2003. He previously worked at National Australia Bank for 25 years in a number of senior executive roles, including State Manager, Queensland; State Manager, NSW & ACT, General Manager Group Strategic Development and Chief Economist.

He is the State President Western Australia for the Australian Institute of Company Directors and a national Director for the AICD and a member of the Federal Government's Financial Sector Advisory Council. A former State President of The Committee for Economic Development of Australia (CEDA) and a former Councillor for the Australian Bankers Association and the Australian Business Arts Foundation.
# TIMELINE FOR DEVELOPING WOIA INTERVIEW SCHEDULE

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 October 2005</td>
<td>Panel members circulate their initial brief written comments and suggested approach to Panel Secretary.</td>
<td>Panel members</td>
</tr>
<tr>
<td>11 - 12 October 2005</td>
<td>Collate responses and forward to Chair.</td>
<td>Panel Secretary</td>
</tr>
<tr>
<td>13 – 14 October 2005</td>
<td>Chair to suggest to members approach to be adopted for the audit (including whether visits to offshore sites will be necessary).</td>
<td>Chair, via Panel Secretary</td>
</tr>
<tr>
<td>17 October 2005</td>
<td>Panel members agree on approach to be adopted for the audit and identify any further information required. Chair to relay requirements to Quality Audit Co-ordinator so that a draft audit visit programme can be prepared.</td>
<td>Panel members</td>
</tr>
<tr>
<td>24 October 2005</td>
<td>Draft audit visit programme, including provisional list of names and positions of interviewees for each visit session submitted to panel for comment.</td>
<td>Quality Audit Co-ordinator / PVC (A)</td>
</tr>
<tr>
<td>28 October 2005</td>
<td>Panel members submit feedback on draft visit programme to Panel Secretary.</td>
<td>Panel members</td>
</tr>
<tr>
<td>31 October 2005</td>
<td>Discussions re draft visit programme, requests for further information, logistics for visit (including on- and/or offshore partners) and any other related matters.</td>
<td>Panel Chair / PVC (A)</td>
</tr>
<tr>
<td>9 November 2005</td>
<td>Revised draft visit programme submitted to panel members.</td>
<td>Quality Audit Co-ordinator</td>
</tr>
<tr>
<td>11 November 2005</td>
<td>Panel members to submit feedback on revised draft visit programme to Panel Secretary.</td>
<td>Panel members</td>
</tr>
<tr>
<td>14 November 2005</td>
<td>Collated feedback on revised draft visit programme to be submitted to Panel Chair.</td>
<td>Panel Secretary</td>
</tr>
<tr>
<td>21 November 2005</td>
<td>Further brief written comments and final interviewee list for panel visit circulated to all panel members.</td>
<td>Quality Audit Co-ordinator</td>
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### AUQA Recommendations/Affirmations on Governance of Self-Accrediting Institutions to September 2005

<table>
<thead>
<tr>
<th>Recommendation Type</th>
<th>Institution</th>
<th>AUQA Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance &amp; Leadership</td>
<td>Adelaide University</td>
<td>R1: That, as part of the planned development of a new strategic plan, agreement be reached on the form of reporting and performance indicators that will be regularly submitted to Council for monitoring purposes.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>Adelaide University</td>
<td>R2: That the Academic Board strengthen its ability to maintain an oversight of the academic activities of the University and, in particular, assure the quality of teaching and learning activities. Particular attention to relationships between the Academic Board and its sub-committees and the Faculty Boards is required</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>Adelaide University</td>
<td>R3: That the recently reconstituted Faculty Boards develop, as a priority, effective mechanisms for monitoring the implementation of University policy within faculties and for assuring, in conjunction with the Academic Board, academic quality and standards.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>Adelaide University</td>
<td>R4: That a mechanism be developed to ensure that the most suitably qualified candidates are appointed to the positions of Head of School, following appropriate consultation with staff within the schools</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>Adelaide University</td>
<td>R5: That improvement be made in recognising and rewarding the contributions of Heads of School so that they become attractive positions and that a suitable career structure for Heads of School be established. Furthermore, the training, development and support needs of Heads of Schools should be explicitly considered, including a review of how the Leadership Development Program meets their particular needs.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>Adelaide University</td>
<td>R6: That current planning initiatives be given high priority with a view to an early adoption of a more systematic approach that seeks to integrate strategic and operational planning at University, faculty, school and divisional levels and that provides for a rigorous process of reporting on, and monitoring, performance against plans</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>Adelaide University</td>
<td>R7: That, as part of the University’s current budget reform process, mechanisms be established to ensure increased levels of communication of budget outcomes and their rationale; and that the development and implementation of a staged devolution strategy that affords greater budgetary responsibility and accountability to Executive Deans and Heads of School be considered</td>
</tr>
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<td>Recommendation Type</td>
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<tr>
<td>Governance &amp; Leadership</td>
<td>Adelaide University</td>
<td>R8: That further prioritisation of the planned improvements identified in the University’s self-assessment take place based on an assessment of the relative priorities of these within the context of the total quality framework and after consultation with faculties and divisions; and that, once priorities are agreed, the achievement of the planned improvements is actively monitored.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>Adelaide University</td>
<td>R9: That the priority be given to the development of a formal benchmarking framework, through which the University will be able to assess more accurately the achievement of its core objectives. Such a framework was under consideration by the University at the time of the audit.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>Adelaide University</td>
<td>R10: That the University’s proposed post-implementation business planning being undertaken to enhance the effectiveness and efficiency of the new management information systems be given the highest priority by senior management and that, in undertaking that planning, the wider issues of governance, project management and change management associated with implementing the new administrative systems are taken into account.</td>
</tr>
<tr>
<td>Governance, Management &amp; Planning</td>
<td>Australian Catholic University</td>
<td>R1: That ACU review the relationship between the Mission, Strategic Plan, and the annual plans of the faculties and units to ensure that each higher level of planning provides a framework for planning at the next level, and that taken together the successful implementation of the faculty and unit plans will also be the successful implementation of ACU’s Strategic Plan.</td>
</tr>
<tr>
<td>Governance, Management &amp; Planning</td>
<td>Australian Catholic University</td>
<td>R2: That ACU consider how to enhance students’ understanding of the nature and value of the national character of ACU, and formally engage the student body in the life of the University as a whole.</td>
</tr>
<tr>
<td>Governance, Management &amp; Planning</td>
<td>Australian Catholic University</td>
<td>R3: That ACU, as stated in its Performance Portfolio, further develop the channels of communication throughout the University.</td>
</tr>
<tr>
<td>Governance, Management &amp; Planning</td>
<td>Australian Catholic University</td>
<td>R4: That ACU give more thought to how the budget mechanisms, for example financial incentives and performance-based elements, may be used to encourage the activities needed to achieve the Mission and goals.</td>
</tr>
<tr>
<td>Governance, Management &amp; Planning</td>
<td>Australian Catholic University</td>
<td>R5: That ACU, its faculties and operating units reflect annually or biannually on the major opportunities for and risks to their activities and plans, and on possible actions to realise the opportunities while minimising the risks and limiting adverse consequences.</td>
</tr>
<tr>
<td>Governance, Management &amp; Planning</td>
<td>Australian Catholic University</td>
<td>R6: That ACU develop formal mechanisms, such as the adoption of project management tools, to assist in the implementation of all major strategies.</td>
</tr>
<tr>
<td>Recommendation Type</td>
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<tr>
<td>Governance, Leadership, Planning &amp; Review &amp; Quality</td>
<td>Australian Maritime College</td>
<td>R1: That Council regularly seek externally benchmarked information about the status of AMC’s operational and HR systems with a view to better understanding the organisation’s current capability and capacity for achieving strategic goals.</td>
</tr>
<tr>
<td>Governance, Leadership, Planning &amp; Review &amp; Quality</td>
<td>Australian Maritime College</td>
<td>R2: That, as it continues to pursue the issues arising from the recent management review, AMC clarify the role of the Task Force in monitoring implementation and follow-up, and continue to note any issues being raised by staff representatives, whether or not these issues were part of the original management review process.</td>
</tr>
<tr>
<td>Governance, Leadership, Planning &amp; Review &amp; Quality</td>
<td>Australian Maritime College</td>
<td>R3: That in the interests of achieving a settled organisational climate, conducive to the pursuit of its more aspirational goals, the AMC take steps to finalise the senior management structure as expeditiously as possible.</td>
</tr>
<tr>
<td>Governance, Leadership, Planning &amp; Review &amp; Quality</td>
<td>Australian Maritime College</td>
<td>R4: That AMC develop a comprehensive system for planning that ensures all work units of the College, and the manner in which they deploy resources, are guided by directional statements that align with the Corporate Plan.</td>
</tr>
<tr>
<td>Governance, Leadership, Planning &amp; Review &amp; Quality</td>
<td>Australian Maritime College</td>
<td>R5: That, in its efforts to attain university status, AMC seek to consolidate its leadership, planning and quality assurance efforts into a streamlined quality management system, and that, in so doing, it benchmarks against the leadership, planning and quality systems of successful dual-sector universities.</td>
</tr>
<tr>
<td>Governance, Leadership, Planning &amp; Review &amp; Quality</td>
<td>Australian Maritime College</td>
<td>R6: That AMC undertake a benchmarking exercise to compare its own suite of policies with those typically found in Australian universities, and use the gaps identified to help establish a policy development program.</td>
</tr>
<tr>
<td>Governance</td>
<td>Bond University</td>
<td>R1: AUQA recommends that the specification of membership of the Bond University Council be amended to require that there be at least one councillor, in addition to the Vice-Chancellor, who has substantial experience as a senior academic in Australia or a comparable higher education system.</td>
</tr>
<tr>
<td>Governance</td>
<td>Bond University</td>
<td>R2: AUQA recommends that Bond University ensure that its governance and management processes enable academic representatives to play a substantive role in the academic affairs of the University, and in recommending to Council on significant academic initiatives.</td>
</tr>
<tr>
<td>Governance</td>
<td>Bond University</td>
<td>R3: AUQA recommends that Bond University’s faculty processes be made more consistent across the University, following identification of where the best practices lie, and that the remaining differences be explicitly justified by reference to academic or organisational advantage.</td>
</tr>
<tr>
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<tr>
<td>Management and Governance</td>
<td>Charles Sturt University</td>
<td>R1: AUQA recommends that in responding to cross-portfolio issues the University has identified as fundamentally important to the institution, CSU management assign responsibility for formulating and implementing a co-ordinated strategy to address each issue including guiding the various elements of the University in the roles they are expected to play in the solution.</td>
</tr>
<tr>
<td>Management and Governance</td>
<td>Charles Sturt University</td>
<td>A1: AUQA affirms CSU’s finding that a more formal approach to the identification, assessment and management of corporate and operational risk is required, as demonstrated by its adoption in March 2004 of the Policy on Risk Management.</td>
</tr>
<tr>
<td>Strategy, Planning &amp; Management</td>
<td>Curtin University of Technology</td>
<td>R1: That Curtin establish a Finance Committee of Council to strengthen the links between planning, budgeting and accountability.</td>
</tr>
<tr>
<td>Strategy, Planning &amp; Management</td>
<td>Curtin University of Technology</td>
<td>R2: That Council ensure it is well-informed about Curtin and its characteristics and operations, perhaps by holding a one- or two-day ‘retreat’ or other structured activities in which it studies aspects of the University in some detail.</td>
</tr>
<tr>
<td>Strategy, Planning &amp; Management</td>
<td>Curtin University of Technology</td>
<td>R3: That every effort be made to decrease bureaucratic requirements and avoid excessive detail in policies and processes.</td>
</tr>
<tr>
<td>Strategy, Planning &amp; Management</td>
<td>Curtin University of Technology</td>
<td>R4: That Curtin assure itself that its budgeting processes are aligned to strategic directions and performance, and that a sufficient proportion of funds flow to the operational areas.</td>
</tr>
<tr>
<td>Strategy, Planning &amp; Management</td>
<td>Curtin University of Technology</td>
<td>R5: That Curtin continue its oversight of the ‘cascading down’ of the performance monitoring system to ensure complete and appropriate implementation at the division and school levels.</td>
</tr>
<tr>
<td>Strategy, Planning &amp; Management</td>
<td>Curtin University of Technology</td>
<td>R6: That, in using the revised planning and review process, schools and other units include reviewers external to Curtin, to provide an independent perspective; and preferably some from overseas, to lend credibility to the ‘world-class’ aspiration; and that the external input address outcomes as well as processes.</td>
</tr>
<tr>
<td>Strategy, Planning &amp; Management</td>
<td>Curtin University of Technology</td>
<td>R7: That Curtin ensure, with appropriate monitoring, that policies are implemented by divisions, schools etc.</td>
</tr>
<tr>
<td>Strategy, Planning &amp; Management</td>
<td>Curtin University of Technology</td>
<td>R8: That Curtin clarify the parameters for deciding which activities should be located at university, division or school level.</td>
</tr>
<tr>
<td>Strategy, Planning &amp; Management</td>
<td>Curtin University of Technology</td>
<td>R9: That, in the light of Curtin’s desire to be ‘world-class’, and its intent to use comparisons as a prime mechanism for achieving this, Curtin undertake a greater amount of structured benchmarking, both nationally and internationally.</td>
</tr>
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<tr>
<td>Governance and Management</td>
<td>Deakin University</td>
<td>A2: AUQA affirms Deakin University’s ongoing important work to strengthen its capacity to manage risk effectively.</td>
</tr>
<tr>
<td>Governance and Management</td>
<td>Deakin University</td>
<td>A3: AUQA affirms Deakin University’s intention to review outcomes from the review of Academic Board to ensure that it is effectively fulfilling its functions as the principal academic authority within the University.</td>
</tr>
<tr>
<td>Governance and Management</td>
<td>Deakin University</td>
<td>R2: AUQA recommends that the Deakin University Academic Board ensure that the Chairs and members of its committees are assisted in developing an improved understanding of their important quality assurance roles.</td>
</tr>
<tr>
<td>Governance and Management</td>
<td>Deakin University</td>
<td>R3: AUQA recommends that Deakin University consider unification of rules or guidelines for implementation of University policies that acknowledges and allows for contextual differences.</td>
</tr>
<tr>
<td>Management</td>
<td>Edith Cowan University</td>
<td>A1: AUQA affirms Edith Cowan University’s improvements to its system of policy management, including the recent Policy on Policies and the Policies Database and encourages the full implementation of these improvements which are likely to enhance the University’s quality assurance framework.</td>
</tr>
<tr>
<td>Management</td>
<td>Edith Cowan University</td>
<td>A2: AUQA affirms Edith Cowan University’s identification of the need to develop fully and implement a comprehensive risk management system.</td>
</tr>
<tr>
<td>Management</td>
<td>Edith Cowan University</td>
<td>A3: That Edith Cowan University augment its line management accountabilities and periodic reviews with cross-institutional methods of ongoing monitoring.</td>
</tr>
<tr>
<td>Governance, Strategic Planning &amp; Management (Quality Assurance)</td>
<td>Griffith University</td>
<td>R1: That, in keeping with the objective to measure its performance against the ‘Top 10’ universities in Australia, Griffith University ensure that it undertakes sufficient and appropriate external comparisons. The University has itself identified the need for more, and more formalised, external comparisons</td>
</tr>
<tr>
<td>Governance, Strategic Planning &amp; Management (Quality Assurance)</td>
<td>Griffith University</td>
<td>R2: That Griffith University give further attention to embedding its quality management system in a systematic way throughout the University</td>
</tr>
<tr>
<td>Governance, Strategic Planning &amp; Management (Quality Assurance)</td>
<td>Griffith University</td>
<td>R3: That Griffith University clarify the roles and responsibilities of senior staff in the faculty and support service division review processes and ensure that there is a common understanding of how the review systems will contribute to the University’s commitments to continuous quality improvement and accountability</td>
</tr>
<tr>
<td>Recommendation Type</td>
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<tr>
<td>Planning and Management</td>
<td>James Cook University</td>
<td>R1 That all actions identified in the Consolidated Action Plans resulting from the University’s self-review and trial audit be integrated into the JCU Operational Plan 2004-2006, with specific performance targets identified in future operational plans.</td>
</tr>
<tr>
<td>Governance</td>
<td>La Trobe University</td>
<td>R1: AUQA recommends that La Trobe University establish formal mechanisms for regularly reviewing the performance of the Vice-Chancellor and the Council.</td>
</tr>
<tr>
<td>Governance</td>
<td>La Trobe University</td>
<td>A1: AUQA affirms that La Trobe University needs to concentrate on developing an inclusive organisational culture across all its campuses, and especially between the Bundoora and Bendigo campuses, in order to successfully pursue its strategic goals.</td>
</tr>
<tr>
<td>Governance (Planning &amp; Review)</td>
<td>La Trobe University</td>
<td>A2: AUQA affirms La Trobe University’s efforts to develop an integrated system of planning and reviews that permeates all significant budget centres of the institution, and to provide improved support for managers with planning responsibilities.</td>
</tr>
<tr>
<td>Governance (Planning &amp; Review)</td>
<td>La Trobe University</td>
<td>A3: AUQA affirms that La Trobe University needs to develop a more systematic approach to identifying and assessing strategic and operational risks and incorporating the findings into the planned management of the University.</td>
</tr>
<tr>
<td>Governance (Planning &amp; Review)</td>
<td>La Trobe University</td>
<td>A4: AUQA affirms that La Trobe University needs to improve the management information available to managers at various levels to assist with the execution of their planning, decision-making and performance monitoring responsibilities.</td>
</tr>
<tr>
<td>Governance</td>
<td>Macquarie University</td>
<td>R1: That Council systematically examine its decision-making so as to ensure superior outcomes for the University.</td>
</tr>
<tr>
<td>Governance</td>
<td>Macquarie University</td>
<td>R2: That the University review its approach to the exercise of leadership, including such aspects as delegations of authority and business continuity planning.</td>
</tr>
<tr>
<td>Governance, Leadership and Management</td>
<td>Queensland University of Technology</td>
<td>A1: AUQA affirms QUT’s intention to integrate implementation plans and progress reports into the strategic planning and reporting to support the achievement of the Blueprint objectives</td>
</tr>
<tr>
<td>Governance, Leadership and Management</td>
<td>Queensland University of Technology</td>
<td>R1: AUQA recommends that in future developments of the Policy on Corporate Reviews QUT set appropriate timelines for the implementation of review recommendations and increase transparency of the planned actions.</td>
</tr>
<tr>
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<tr>
<td>Governance, Leadership and Management</td>
<td>Queensland University of Technology</td>
<td>R2: AUQA recommends that QUT reinforce University Academic Board’s strategic role in relation to the <em>Blueprint</em> objectives and the strategic and operational planning framework with the purpose of ensuring that University Academic Board provides strategic leadership on academic issues.</td>
</tr>
<tr>
<td>Governance, Leadership and Management</td>
<td>Queensland University of Technology</td>
<td>R3: AUQA recommends that QUT strengthen the induction and training for members of Council and University Academic Board and that QUT works with the Student Guild to ensure that the induction process has a major focus on the students’ needs.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>RMIT</td>
<td>R1: That RMIT University communicate more effectively the reporting relationships and lines of accountability, responsibility, authority and delegation within each of the Pro Vice-Chancellor portfolios and ensure that line management is used effectively to implement policy and monitor progress towards institutional objectives.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>RMIT</td>
<td>R2: That in reaching a decision on the future role of faculties and their functions, RMIT University ensure that a comprehensive change and risk management framework is developed, including adequate and appropriate consultation with staff, so that the change can be undertaken in a considered way, without undue confusion, delay or disruption</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>RMIT</td>
<td>R3: That RMIT University reconsider the manner in which its TAFE sector is represented in the senior executive to ensure that its position is in accord with the aim of close integration between the two sectors</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>RMIT</td>
<td>R4: That, as identified through internal review reports, senior management take action to simplify and consolidate the quality management system and related performance monitoring processes to ensure that only those demonstrated to add value to RMIT University’s activities are retained.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>RMIT</td>
<td>R5: That RMIT University adopt a standard process and approach for assessing and managing major risks associated with key change initiatives such as further expansion, restructuring and technological change</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>RMIT</td>
<td>R6: That, as also identified by RMIT University’s self-review, attention be directed at improving communication with staff. Important areas for improvement include providing increased opportunities for all staff to input into strategic developments and policy making and to be kept informed as change is implemented.</td>
</tr>
<tr>
<td>Governance</td>
<td>Swinburne University of Technology</td>
<td>R1: That the Council and University review the role and functions of the Joint Planning and Resources Committee in the context of the considerable additional time commitment required of the Council members serving on that Committee.</td>
</tr>
<tr>
<td>Recommendation Type</td>
<td>Institution</td>
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<tr>
<td>Governance</td>
<td>Swinburne University of Technology</td>
<td>R2: That, in developing a more systematic approach to external benchmarking, attention be paid to outcome, as well as input, measures.</td>
</tr>
<tr>
<td>Entrepreneurship</td>
<td>Swinburne University of Technology</td>
<td>R11: That SUT encourage further discussion across the University of what is meant by entrepreneurship and assist staff to identify the ways in which this high-level strategic theme may be made more explicit in its learning and teaching activities and in research. There is considerable scope for the expertise of the Australian Graduate School of Entrepreneurship to be further harnessed in this regard.</td>
</tr>
<tr>
<td>Governance</td>
<td>The University of New England</td>
<td>R1: That the University of New England finalise its policy framework ensuring that it, <em>inter alia</em>, clearly defines the loci for setting various policies, the degree of flexibility in policy interpretation and implementation, and corresponding accountabilities</td>
</tr>
<tr>
<td>Governance</td>
<td>The University of New England</td>
<td>R2: That the University of New England improve its planning and monitoring system through greater alignment of clear and concise local and central plans and increased use of targets and accountabilities to help provide greater focus and to enable robust monitoring against stated goals and objectives</td>
</tr>
<tr>
<td>Governance</td>
<td>The University of New England</td>
<td>R3: That the University of New England further develop its system of management information reporting for Deans, Heads of Schools and other managers of organisational units, to assist them in more effectively managing progress toward strategic objectives</td>
</tr>
<tr>
<td>Governance</td>
<td>The University of Notre Dame</td>
<td>R1: That the university actively seek ways that staff may be more involved in the development of the institution through participation in committees and advisory groups.</td>
</tr>
<tr>
<td>Governance</td>
<td>The University of Notre Dame</td>
<td>R2: That the University re-evaluate the nature of its relationship with NDUS in order to identify the benefits that accrue to it currently and are expected to do so in future years</td>
</tr>
<tr>
<td>Governance</td>
<td>The University of Notre Dame</td>
<td>R3: That the Board of Governors consider the establishment of an internal audit function as a means of strengthening its capacity to meet its statutory obligations as the University develops</td>
</tr>
<tr>
<td>Governance</td>
<td>The University of Notre Dame</td>
<td>R4: That the University review the respective roles and functions of the Board of Trustees, Board of Governors and Executive Committee with a view to developing a model of corporate governance and management that will sustain the University’s ongoing development in the Australian higher education sector</td>
</tr>
<tr>
<td>Recommendation Type</td>
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<tr>
<td>Governance</td>
<td>The University of Notre Dame</td>
<td>R5: That, as part of the recommended review of the committee structure, the University give strong consideration to introducing systematic mechanisms by which the general body of staff and students can actively participate in decision-making within the institution.</td>
</tr>
<tr>
<td>Governance</td>
<td>The University of Notre Dame</td>
<td>R6: That the University explicitly consider the training, development and support needs of its Deans, Heads of School and administrative section managers.</td>
</tr>
<tr>
<td>Governance</td>
<td>The University of Notre Dame</td>
<td>R7: That the University consider working to a Strategic Plan that is based upon a three to five year planning cycle and that the revised Plan more clearly prioritise the University’s objectives across its range of activities and identify accompanying performance indicators. Each college should develop a plan consistent with the aims and objectives of the University’s Strategic Plan.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>The University of Sydney</td>
<td>R1: AUQA recommends that the University of Sydney establish a comprehensive planning framework that sets out clear expectations for plans at different levels, including how they interrelate, and that appropriate assistance be provided to the managers responsible for developing, implementing and reporting against the plans.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>The University of Sydney</td>
<td>A1: AUQA affirms the need for the University of Sydney to improve its systems for determining and collecting useful management information and making it available to targeted users.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>The University of Sydney</td>
<td>R2: AUQA recommends that the University of Sydney improve coordination of student representation on University boards and committees, in order to improve the effectiveness of student input into University deliberations.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>The University of Sydney</td>
<td>R3: AUQA recommends that the University of Sydney develop a systematic approach to risk management that includes, <em>inter alia,</em> periodic executive-level reporting of all major strategic and operational risks and risk mitigation strategies.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>The University of Sydney</td>
<td>R4: AUQA recommends that the University of Sydney develop and embed systems for ensuring effective business continuity across all major areas of activity.</td>
</tr>
<tr>
<td>Governance</td>
<td>The University of Western Australia</td>
<td>R: That, having regard for ensuring high quality academic governance, The University of Western Australia consider clarifying the relationship between the Academic Board and the Academic Council in terms of their respective responsibilities and purpose.</td>
</tr>
<tr>
<td>Recommendation Type</td>
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<tr>
<td>Governance</td>
<td>The University of Western Australia</td>
<td>R2: That The University of Western Australia strengthen implementation of the Cycle of Accountability in terms of its planning processes at the Faculty and School levels, and the alignment of these plans with the University-level plans, as it has foreshadowed in its plans for completing the organisational restructure.</td>
</tr>
<tr>
<td>Governance</td>
<td>The University of Western Australia</td>
<td>R3: That The University of Western Australia’s policy framework identify more clearly the scope for flexibility in the interpretation of, and compliance with, each policy, and ensure the efficacy of this enhanced framework through more effective accountability systems.</td>
</tr>
<tr>
<td>Governance</td>
<td>The University of Western Australia</td>
<td>R4: That The University of Western Australia clarify assignment of the responsibilities and accountabilities of its Risk Management Plan, as it completes the development of the Plan.</td>
</tr>
<tr>
<td>Governance</td>
<td>The University of Western Australia</td>
<td>R5: That The University of Western Australia improve its document control systems to ensure the status, origin and currency of all key documents is clear, thereby enhancing the reliance that may be placed on their contents.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>University of Ballarat</td>
<td>R1: That UB develop systematic processes for reporting to Council on achievements against the major directions for the University, and that Council annually consider and review as necessary the University’s strategic directions.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>University of Ballarat</td>
<td>R2: That the University’s SSI (Statement of Strategic Intent) be reconsidered and reshaped into a Statement with a clearer, realistic hierarchy of priorities, with timelines and milestones over the period of the Statement, and with identification of how the University’s budget will be distributed across the various priorities. UB can then require schools and other sections of the University to operationalise this Statement through their own planning processes.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>University of Ballarat</td>
<td>R3: That schools and sections establish SSI that are clearly consistent with the overarching UB SSI, and identify clear priorities and timelines.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>University of Ballarat</td>
<td>R4: That, in continuing its refinement of institutional-level key performance indicators, UB place emphasis on ensuring that the indicators are well defined and measurable.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>University of Ballarat</td>
<td>R5: That UB develop a strategy for establishing benchmarking relationships with appropriate Australian and international universities.</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>University of Ballarat</td>
<td>R6: That, in light of the Council policy on policy development, a framework for the different ways in which staff, students and the community may be formally consulted in the policy development process be developed. This would build upon the consultative mechanisms already in place.</td>
</tr>
<tr>
<td>Recommendation Type</td>
<td>Institution</td>
<td>AUQA Recommendation</td>
</tr>
<tr>
<td>-------------------------</td>
<td>-------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Governance &amp; Leadership</td>
<td>University of Ballarat</td>
<td>R7: That UB develop a targeted plan for increasing the number of Level E appointments over the next three years. The relative lack of staff at this level, and the implications this has for professional leadership in some disciplines, have been noted by UB.</td>
</tr>
<tr>
<td>Management</td>
<td>University of South Australia</td>
<td>A1: That as UniSA reviews its budget model, it consider the balance of funding between central services and academic divisions, and between areas with greater and lesser opportunity to generate revenue.</td>
</tr>
<tr>
<td>Management</td>
<td>University of South Australia</td>
<td>R1: That UniSA provide a clear definition of benchmarking, and provide assistance to divisions and units in identifying, collecting and interpreting benchmarking data.</td>
</tr>
<tr>
<td>Management</td>
<td>University of South Australia</td>
<td>R2: That UniSA investigate, develop and use a greater range of relevant outcomes indicators to track progress towards its desired outcomes.</td>
</tr>
<tr>
<td>Governance (Management)</td>
<td>University of Queensland</td>
<td>R1: That UQ provide induction material and explicit student-oriented introductions for students who are appointed or elected to committees, boards and panels.</td>
</tr>
</tbody>
</table>
POTENTIAL QUESTIONS FOR SENATORS

✧ What was Senate’s role in the development of the WOIA Performance Portfolio?
✧ How does Senate distinguish its governance functions from the management functions of the SEG?
✧ How are Senators made aware of their role and responsibilities?
✧ Are Senators confident that they are being provided timely, accurate and sufficient information to make informed decisions? Why?
✧ What was Senate’s role in the development of the Murdoch University Strategic Plan 2003 – 2007? How does Senate monitor the University’s performance in implementing the Plan?
✧ What benchmarking is undertaken at the national and international level?
✧ How are the University’s key strategies reflected in the budget?
✧ What is Senate’s role in managing and monitoring University-level risks?
✧ One of the self-identified areas for improvement is to increase awareness of the 2005 Strategic Risk Management Plan and respond to areas’ desire for increasing involvement in risk management as a tool for improvement. Why have there been a limited awareness of the Plan and what steps should be taken to address this?
✧ The University recently introduced a Professional Development Framework for Senators. Have you undertaken any professional development under this framework?
  If yes, has the professional development proved beneficial to you as a Senator? How?
  If no, is there any particular reason you have not used the Framework?
✧ Senate has clearly been through a number of reviews in the last five years. What have been the major findings of these reviews?
  Have all the review recommendations been implemented?
  Have they achieved the desired outcomes?
✧ The Portfolio indicated that further changes were made by the General Counsel & University Secretary following his appointment, and that these changes will be evaluated in subsequent reviews of Senate processes. What is your current evaluation of these changes?
✧ What do you think are Senate’s strengths? Why?
✧ What Senate processes could be improved? How?
✧ What are Murdoch University’s strengths?
✧ What are the University’s key opportunities for improvement? What role will Senate play in implementing these?
✧ One of the self-identified areas for improvement is policy development, approval, dissemination, implementation and review. In your opinion, which area of the University should be responsible for this? Why?
### Committee
- Audit & Risk Management Committee
- Chancellor's Committee
- Environmental Committee
- Governance & Nominations Committee
- Honorary Awards & Ceremonial Committee
- Legislation Committee
- Resources Committee

### Chair
- Sir William Heseltine
- Chancellor
- Mr Garry Hunt
- Chancellor
- Judge Kate O'Brien
- Mr Terry Budge
| Date of Academic Council recommendation: | Not applicable |
| Academic Council resolution number: | Recommendation from President, Academic Council |
| Date of Legislation Committee endorsement: | 09/08/2005 |
| Legislation Committee resolution number: | LC/08/2005 |
| Proposed amendment: | 2 The members of the Academic Council shall be: |
| (all changes to be shown in mark-up) | (b) The persons holding the following offices, ex officio-- |
| | -- Vice-Chancellor; |
| | -- Executive Deans of Divisions; |
| | -- President of the Guild of Students; |
| | -- Pro Vice-Chancellor (Academic); |
| | -- Pro Vice-Chancellor (Regional Development); |
| | -- Pro Vice-Chancellor (Research); |
| | -- Pro Vice-Chancellor (Strategy); |
| | -- Managing Director, Division of Student Services, Marketing and International Affairs; |
| | -- Education Vice-President of the Guild of Students |
Date of meeting: Tuesday, 16/08/2005

Present:

Em. Prof. Geoffrey Bolton (Chair)
Prof. John Yovich (Vice Chancellor) Judge Kate O’Brien
Mr Philip Hocking Dr Jim Macbeth
Prof. Stuart Bradley Mr Daniel Narbett
Ms Janice Bowra Ms Margaret Banks
Mr Terry Budge Ms Barbara Whelan
Assoc. Prof. Nick Costa Ms Alison Gaines
Sir William Heseltine Mr Garry Hunt
Mr Malcolm Bradley

Secretary: John Pease

Official attendees:
Mr Ian Callahan (PVC – Resource Management)
Prof Gary Martin (PVC – Strategy)
Prof Andris Stelbovics (PVC – Research)
Prof Jan Thomas (PVC – Academic)
Assoc Prof Parisa Arzabazadeh-Bahri (for President, Academic Council)

Observers:
Prof Jim Reynoldson, Prof Yianni Attikiouzel, Assoc Prof Arnold Depickere, Craig Spence, Brian Aitken, Dr Clyde McGill, Emeritus Professor John Howell, Steve Meerwald, Dr Don Nickels, Dr Maryanne Culliver

1. MEMBERSHIP

1.1 Due to implementation of the University Legislation Amendment Act 2005 (WA) on 15/08/2005, Mrs Margaret Banks and Ms Barbara Whelan ceased to be members of the Senate, as of that date. The Chancellor thanked both members for their respective contributions and dedication to the Senate and expressed the hope that Mrs Banks would maintain her close ties with the University.

Resolved: To express the Senate’s thanks to Mrs Margaret Banks and Ms Barbara Whelan for their service to Senate.

S/42/2005

1.2 The Chancellor requested a brief silence as a mark of respect for the passing of Sir Ronald Wilson and Carolyn Jakobsen’s mother-in-law.

Resolved: To express the Senate’s condolences to Lady Wilson on the passing of her husband, Sir Ronald Wilson, and to Carolyn Jakobsen on the passing of her mother-in-law.

S/43/2005

2. APOLOGIES

Ms Carolyn Jakobsen, Mr Bob Pett, Mr Dick Lester and Mr Malcolm Macpherson.

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

Nil.

3.1 Senate resolution S/35/2005, noting the Vice Chancellor’s declaration of interest regarding the merger proposal from Curtin University of Technology, remains in effect.
4. **AUQA AUDIT STATUS REPORT - WHOLE OF INSTITUTION AUDIT**

The PVC (Academic) spoke to her report, explaining the format of the report. The report will be available on the Quality website, in a draft form, for members of the University community, in keeping with consultative nature of the project. A mail bomb will be sent to staff and students, notifying them of its location.

The PVC (Academic) noted the necessity to highlight both the strengths and the weaknesses of the University.

**Resolved:** To delegate authority to a full meeting of the Senior Executive Group to approve the final version of the WOIA Performance Portfolio to be submitted to the WOIA Review Panel.

5. **VICE CHANCELLOR’S REPORT**

The Vice Chancellor spoke to his report. Items of significance included:

- A successful Peel Campus opening by Dr Brendan Nelson who enjoyed a positive celebration by students, staff and local stakeholders;
- Professor Anne McMurray has joined the Peel Health campus as Professor of Nursing;
- The Agricultural Research Western Australia (ARWA) project is progressing strongly and a legal basis for the entity is being established. For political and industrial relations related purposes, ARWA will be established as an unincorporated joint venture. Should any intellectual property arise which ARWA would seek to commercialise, ARWA would consider the most appropriate corporate structure and it is likely that the vehicle would be an incorporated entity to quarantine risk;
- the significance and honour of the Howard M Yelland Prize for Services to the Beef Industry which was awarded to Associate Professor Dave Pethick.

**Resolved:** To approve the appointment of Professor Jim Reynolds as an additional trustee of the Murdoch University Veterinary Trust for a 3 year term commencing 16/08/2005 and ending on 31/12/2007.

6. **ANNUAL EDUCATION REPORT**

The PVC (Academic) spoke to her report. Key featured included:

- The University’s ranking of 11th out of the 38 Australian Universities in the Teaching & Learning Performance Fund ranking (made available in August 2005), higher than any other of WA’s institutions.
- The University has maintained its 5 star rating for student satisfaction, for 10 out of 11 years, well above the national average.
- Unfortunately, the University has continued its one star rating for employment outcomes for its graduates. However, there is a very small differential in the statistical outcome and the University’s position would be substantially improved with a relatively small increase in the number of graduates obtaining full time employment. The PVC (Academic) has encouraged external Senate members to engage with Executive Deans and Heads of Schools in seeking to identify remedial strategies.
- The University is looking to improve the services offered to post-graduate students. These services are currently under review and a report will be made to Senate when problem areas have been identified and synergies developed to improve this situation.
7. **CURTIN UNIVERSITY OF TECHNOLOGY – MERGER FEASIBILITY STUDY (PAPERS & DISCUSSION COMMERCIAL IN CONFIDENCE)**

Senate went into committee to receive a report of progress of the merger feasibility study.

The VC introduced the item by indicating that after some early deliberation on the process a merger feasibility study (MFS) working group has been formed, comprising of three members of each University. In Murdoch’s case, the MFS working group members are:

- Ian Callahan, PVC (Resources);
- Gary Martin, PVC (Strategy);
- John Pease, General Counsel & University Secretary.

The MFS team spoke to a power point presentation. The team has been collecting data and has begun analysing and collating this information. This has been done via three workstreams namely, (a) teaching and learning – led by (for Murdoch) Ian Thomas, PVC (Academic), (b) research and development - led by (for Murdoch) Andris Stelbovics, PVC (R&D) and (c) administration – led by (for Murdoch) Ian Callahan, PVC (Research). Each workstream has also broken down into sub-groups to analyse specific aspects of the respective areas.

The function of the MFS is to identify high level synergies, opportunities and risks that may justify a closer examination (or due diligence). It will not be a detailed analysis of all aspects.

The MFS working party has also engaged external consultants to provide expert advice and input in the following areas:

- KPMG (merger analysis, financial modelling, probity of process);
- Phillips KPA (operational, financial and higher education policy content and structures);
- Mallesons (general legal advice required jointly during the MFS stage);
- Johnson, Winter and Slattery (specific legal advice concerning competition aspects of any merger);
- Market Equity (initial student research around brand and brand issues);
- To be confirmed (cultural assessment, integration and change management advice).

The Federal Government has made funds available under the Collaboration and Structural Reform Fund to offset part of the costs that the University will incur in the MFS phase.

The MFS workgroup established 8 draft evaluation criteria to guide the analyses of the workstreams. They are as follows:

1. **Merged vision**;
2. **Environment** (public benefit, reputation & visibility, partnerships, constituency acceptability and market place);
3. **Process and process outcomes** (transactional equity, indispensables);
4. **Core functions** (high impact research university, high quality teaching university, enhanced student experience, staff attraction & development and community service);
5. **Operational criteria** (strategic fit, mutual enhancement, market share, program efficacy and merged campuses);
6. **Institutional criteria** (governance and community integrity);
7. **Financial resources** (financial viability, savings & efficiencies, increased revenues, utilization of increased revenues, diligence, merger costs and systems costs);

8. **Risk** (risk ascertainment and risk minimization).

Preliminary observations reveal positive indications for a possible merger. The merger has been viewed as a great catalyst for improved revenue gains and efficiencies.

The timeline expectations (on a best case scenario) are:
- Feasibility study – end September 2005;
- Due diligence – end December 2005;
- Legislation – mid to late 2006;

The GC&US noted that the ACCC is monitoring the merger and has asked to be kept informed of progress. The University will cooperate with the Commission.

Discussion emphasised the need to keep staff informed by provision of factual data of the process and progress in analysing the MFS.

The PVC (Strategy) noted that Curtin acknowledges the teaching and learning practices and procedures of Murdoch. Murdoch should have confidence in its processes as they have stood up well, to date.

A suggestion was made that the President of the Guild of Students be invited to attend to Chancellor’s Committee meetings dealing with the merger. The Chancellor agreed to refer the suggestion to the Chancellor’s Committee for consideration.

8. **STATUTE CHANGES**

Senate noted:
- a recommendation from the Legislation Committee in relation to a change in the composition of the Academic Council; and
- a report from the General Counsel & University Secretary concerning action consequent upon Senate resolution S/37/2005(i).

**Resolved:**

(i) To approve amendments to Statute 5-Academic Council in the terms attached (amendments marked up).

(ii) To ratify amendments to Statute 23-Student Discipline in the terms attached (amendments marked up).

**Secretary’s note** In accordance with sub-section 25(1) of the Murdoch University Act, an absolute majority of Senate members voted in favour of the resolution.

9. **SENATE PRIORITIES**

Senate noted the listing of its priorities for 2005.

**Resolved:** Whilst recognising that the priorities remain priorities for Senate, the agenda papers for future meetings of Senate will include a brief progress or status report from the member of the University’s executive allocated responsibility for the respective priorities. Members of Senate are encouraged to take an active role in progressing the priorities.
10. MURDOCH UNIVERSITY VETERINARY TRUST

Mr Brian Aitken gave a presentation of key achievements and features of the veterinary school and the trust, including:

- Murdoch Veterinary School is one of 6 veterinary science courses in Australia and is the first in Australia and 1 of only 6 outside North America to be accredited by American Veterinary Medical Association.
- As well as North America, Murdoch graduates may also work in New Zealand, United Kingdom, Singapore and Malaysia.
- Murdoch runs the Professional Education Programme for Aboriginal & Torres Strait Islander People (PEPA), the only one of its kind in Australia. The programme is designed to enhance admission, retention and success of Aboriginal and Torres Strait Islander students within the veterinary and biomedical programmes.
- The Trust contributed to the cost of refurbishing the anatomy museum in 2000. The museum is proving to be a significant feature in promoting the Trust.
- Since inception, the Trust has provided approximately:
  - $285,000 in resources;
  - $220,000 in staff positions;
  - $251,000 in scholarships
  - $11,000 in awards;

and has future plans for staffing and equipment in excess of $1M.

Resolved: To express the Senate’s thanks to the trustees of the Murdoch University Veterinary Trust for the generous contribution of their time, energy and expertise in the operation of the trust.

11. MINUTES

Senate confirmed the minutes of the meeting held on 28/06/2005. It also noted a report of action taken to implement previous resolutions of Senate.

12. ACADEMIC COUNCIL

Senate noted the minutes of the meetings of the Academic Council held on 15/06/2005 and 20/07/2005 and resolved, in accordance with the recommendation of the committee, as follows:

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

Resolved: To disestablish the Centre for Agricultural and Natural Resource Management.

13. AUDIT & RISK MANAGEMENT COMMITTEE

Senate noted the minutes of the meeting of the Audit & Risk Management Committee held on 26/07/2005. There were no recommendations requiring a Senate resolution.

14. CHANCELLOR’S COMMITTEE

Senate noted the confidential minutes of the meeting of the Chancellor’s Committee held on 14/07/2005 and resolved, in accordance with the recommendation of the committee, as follows:
Resolved: To endorse the progress of the merger feasibility study and the actions of the Vice Chancellor to date.

15. ENVIRONMENTAL COMMITTEE

Senate noted the notes of the meeting of the Environmental Committee held on 27/07/2005. There were no recommendations requiring a Senate resolution.

16. GOVERNANCE & NOMINATIONS COMMITTEE

Senate noted the minutes of the meetings of the Governance & Nominations Committee held on 20/05/2005, 18/07/2005 and 28/07/2005 (the latter a resolution by circulation) and resolved, in accordance with the recommendations of the committee, as follows:

Resolved:
S/51/2005

(i) To amend the terms of reference for the Resources Committee by adding up to 2 co-opted external members (see attached marked up copy), noting that in the process of seeking candidates to fill the McCall/Pett vacancies, suitable female co-optees will be sought out.

(ii) To form a working party, comprising the Chancellor, Pro Chancellor, Vice Chancellor, Guild President, Director of Human Resources, Alison Gaines and Assoc. Prof. Nick Costa, to conduct the search to identify suitable candidates for selection as the next Chancellor, noting that the Chancellor will not take part in the decision to recommend the final proposed candidate.

(iii) To amend the Standing Orders in the terms attached (changes in mark up), noting that the discretion to permit proxy voting does not arise unless at least 25% of the members of Senate are unable to attend.

17. HONORARY AWARDS & CEREMONIAL COMMITTEE

Senate noted the minutes of the meeting of the Honorary Awards & Ceremonial Committee held on 12/08/2005 and resolved, in accordance with the recommendations of the committee, as follows:

Resolved:
S/52/2005

(i) To approve in principle, the awarding of Honorary Fellowship Award as detailed in the attached discussion document and that the title of the award be Honorary Fellowship.

(ii) To endorse Barbara Whelan being co-opted as a member of the Honorary Awards & Ceremonial Committee for a term expiring on 31/12/2005, as an individual member representative of students.

18. LEGISLATION COMMITTEE

Senate noted the minutes of the Legislation Committee (on a decision by circulation) dated 09/08/2005 and resolved, in accordance with the recommendations of the committee, as follows:

Resolved:
S/53/2005

To amend Diploma Regulations, Bachelor Degree Regulations and Master by Coursework Degree Regulations in the terms attached (changes in mark up).
19. RESOURCES COMMITTEE (PAPERS & DISCUSSION COMMERCIAL IN CONFIDENCE)

Senate noted the minutes of the meeting of the Resources Committee held on 02/08/2005. Senate also received a confidential briefing by the General Counsel & University Secretary concerning the successful conclusion of settlement negotiations with AEG in relation to the Murdoch College dispute. Senate resolved as follows:

**Resolved:**

(i) To note the foreshadowed application for affiliated institution status, should negotiations be successfully concluded with a potential new business partner.

(ii) To the extent of any discrepancy between the terms of the settlement deed referred to in resolution S/33/2005 and: (a) the deeds of variation of the Murdoch College constituent agreements; or (b) the agreements establishing the AEG feeder college, Senate ratifies the agreements and compromises made by the Vice Chancellor and the General Counsel & University Secretary and ratifies the University entering into the various deeds of variation and agreements

(iii) To note the foreshadowed applications for affiliated institution status to be made by Murdoch College and Murdoch Institute of Technology.

20. OFFICIAL SEAL

Senate noted the attached report provided in accordance with resolution S/54/2004.

Signed as a true record of the meeting of the Senate held on 16/08/2005.

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**Emeritus Professor Geoffrey Bolton - Chair**

Dated: October, 2005
## AGENDA ITEM 11

### REPORT OF ACTION ITEMS ARISING FROM THE LAST MINUTES

<table>
<thead>
<tr>
<th>Resolution</th>
<th>Action taken since last meeting</th>
<th>Action required</th>
</tr>
</thead>
<tbody>
<tr>
<td>S/44/2005</td>
<td>To delegate authority to a full meeting of the Senior Executive Group to approve the final version of the WOIA Performance Portfolio to be submitted to the WOIA Review Panel.</td>
<td>SEG has met and approved the final version of WOIA Performance Portfolio</td>
</tr>
<tr>
<td>S/45/2005</td>
<td>To approve the appointment of Professor Jim Reynoldson as an additional trustee of the Murdoch University Veterinary Trust</td>
<td>The Vet Trust has actioned Professor Reynoldson’s appointment</td>
</tr>
<tr>
<td>S/46/2005</td>
<td>To approve amendments to Statute 5-Academic Council and to ratify amendments to Statute 23-Student Discipline.</td>
<td>Statute 5 has been posted on campus and Statute 23 has been approved by Governor’s office</td>
</tr>
<tr>
<td>S/47/2005</td>
<td>Agenda papers for future meetings of Senate will include a brief progress or status report from the member of the University’s executive.</td>
<td>Reports included in VC’s report (item 6)</td>
</tr>
<tr>
<td>S/49/2005</td>
<td>To disestablish the Centre for Agricultural and Natural Resource Management.</td>
<td>Academic Council has dis-established Centre</td>
</tr>
<tr>
<td>S/50/2005</td>
<td>To endorse the progress of the merger feasibility study and the actions of the Vice Chancellor to date.</td>
<td>None required</td>
</tr>
<tr>
<td>S/51/2005</td>
<td></td>
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</tbody>
</table>
| **To amend the terms of reference for the Resources Committee.**
| **To form a working party to conduct the search to identify suitable candidates for selection as the next Chancellor.**
| **To amend the Standing Orders** |
| Terms amended |
| Working party formed and actioning resolution |
| Standing Orders amended |
| None required |

<table>
<thead>
<tr>
<th>S/52/2005</th>
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</table>
| **To approve the awarding of Honorary Fellowship Award**
| **To endorse Barbara Whelan being co-opted as a member of the Honorary Awards & Ceremonial Committee** |
| None required |
| Terms of reference amended |
| None required |

<table>
<thead>
<tr>
<th>S/53/2005</th>
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<tbody>
<tr>
<td><strong>To amend Diploma Regulations, Bachelor Degree Regulations and Master by Coursework Degree Regulations</strong></td>
</tr>
<tr>
<td>Regulations amended</td>
</tr>
<tr>
<td>None required</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>S/54/2005</th>
</tr>
</thead>
</table>
| **To note the foreshadowed application for affiliated institution status, should negotiations be successfully concluded with a potential new business partner.**
| **Senate ratifies the agreements and compromises made by the Vice Chancellor and the General Counsel & University Secretary and ratifies the University entering into the various deeds of variation and agreements**
| **To note the foreshadowed applications for affiliated institution status to be made by Murdoch College and Murdoch Institute of Technology.** |
| Note acknowledged |
| Ratification acknowledged |
| Note acknowledged |
| None required |
ACADEMIC COUNCIL
MINUTES OF MEETING

Date of meeting: Wednesday, 14 September 2005.

Present: Assoc Prof Michael Borowitzka (President) Assoc Prof Dora Marinova
Prof John Yovich (Vice Chancellor) Mrs Rhonda Marriott
Ms Bee Lay Addis Mr Mat Menzel (vice Ms Barbara Whelan)
Assoc Prof Parisa Bahri Dr David Palmer
Professor Stuart Bradley (vice Dr Rob Phillips
Yanni Attikouzel) Dr Phillip Reece
Mr Michael Brewis Prof Jim Reynoldson
Mr Gerry Georgatos Dr Anne Surma
Ms Deborah Hamblin Mrs Suellen Tapsall (vice Prof Arnold Depickere)
Mr David Holloway Prof Jan Thomas
Mrs Carolyn Jones Prof Iain Walker
Ms Marian Kemp Mrs Rhonda Marriott
Prof Kateryna Longley Mr Daniel Narbett

Secretary: Mrs Gerry Dunne

Apologies Prof Yianni Attikiouzel, Mr Malcolm Bradley, Prof Arnold Depickere,
Prof Gary Martin, Assoc Prof John Pluske, Dr Rajasundram Sathiendrakumar, Prof Andris Stelbovics, Ms Barbara Whelan

Official attendees: Assoc Prof David Macey, Mr Darren Munday

MEMBERSHIP

Prior to the commencement of the meeting the President welcomed the new members to their first meeting of Council: Ms Deborah Hamblin, Assoc Prof Dora Marinova and Mrs Rhonda Marriott. The President acknowledged the re-election of Mr David Holloway and Dr John Pluske. The President welcomed Mr Gerry Georgatos to his first meeting in his role as Acting Guild Education Vice President.

1. DECISION BY CIRCULATION

In accordance with Standing Order 10 of the Standing Orders for Academic Council and Subordinate Bodies approval for offering the Bachelor of Arts in Security, Terrorism and Counterterrorism through Open Universities Australia was considered by circulation. An absolute majority of members supported the recommendation, with the decision effective Tuesday, 30 August 2005.

Resolved: AC/120/2005

(i) to approve offering the Bachelor of Arts in Security, Terrorism and Counterterrorism through Open Universities Australia, from 2006, with the structure as attached to the agenda; and

(ii) to provide an exemption from Bachelor Degree Regulation 4 (1) which states students must complete at least 24
points of Murdoch University units at Part II to be awarded an ordinary Bachelor Degree with a points value greater than 24.

| Bachelor of Arts in Security Terrorism and Counterterrorism | 21 Murdoch University units prescribed at Part II |

(Secretary’s note: the table above incorrectly shows 21 Murdoch units prescribed at Part II, this will be corrected at the next meeting to show 21 Murdoch University points prescribed at Part II.)

2. MINUTES

Confirmation of the minutes of the meeting held on 20 July 2005.

3. 2004 STRATEGIC PLAN PERFORMANCE INDICATORS (SPPI) REPORT (formerly SQIP Report) & COURSES FOR REVITALISATION

The revised timetable for SPPI Reports (approved AC/95/2005) provided that written reports from Executive Deans be circulated prior to the September meeting with verbal presentations at this meeting. The reports were sent electronically to members on 31 August 2005. The theme for the 2004 reports as approved AC/63/2005 was “Improvement of Graduate Employment and Employability”.

At its meeting on 16 March 2005 Council resolved [AC/35/2005 (b)] that the Executive Deans report to Council as part of their annual report on the specific actions being undertaken to revitalise the courses flagged for revitalisation including the latest data for the indices used to calculate the Course Quality Index highlighting any trends.

(Secretary’s note: Members were advised that the Bachelor of Science (Chemistry) interim report in the agenda was incorrectly appended with the Division of Health Sciences report instead of the Division of Science & Engineering report.).

4. 2004 SPPI PRESENTATION – EXECUTIVE DEAN, DIVISION OF ARTS

As Professor Arnold Depickere was overseas the Associate Executive Dean, Mrs Suellen Tapsall, spoke to the Division’s 2004 SPPI Report. There were no questions on notice regarding the written report.

The following items were highlighted from the report that concentrated on graduate employment and employability:

- GDS outcomes – 2nd year of improvement;
- Division of Arts below Murdoch average – expecting increase due to increased opportunities to study at postgraduate level;
- 4 Schools in Division above Murdoch average;
- MCC/ISTP increased employment outcomes;
- Courses – improve, review, revise – demonstrate relevance to employers;
- Stronger links with alumni/careers centre;
- Reactivate employer advisory groups;
- PEP introduced this year in trimester mode with 12 students, expecting 15 in February with a further intake in July 2006; and
- PEP is contributing to employability.
A member confirmed it would be beneficial to have benchmarking against a state mean. It was noted that whilst the IT decline in employment resulted from a downturn in industry, it appeared that Murdoch was declining in comparison to other universities.

Commenting on the revitalisation strategies a member felt uncomfortable with the response to benchmarking made by the Multimedia program and encouraged them to contact the Head of School for improved data. Mrs Tapsall reminded members that the revitalisation strategy, which has a 3 year timeline to improve, was only finalised in March of this year and that the report covered a short period of time.

Responding to a question as to how generalist degrees (eg history, sociology) employability was being addressed, Mrs Tapsall advised that PEP was a measure designed to address that and 2 students currently enrolled in PEP had generalist degrees. Individual schools are endeavouring to include transferable skills to increase employability for students. A member enquired whether postgraduate employment was being tracked and was advised that only data from the Graduate Destination Survey was available. The President suggested that low numbers enrolled caused a problem with statistics for postgraduate students.

A general discussion ensued regarding what is expected from Divisions in their reports and the general consensus was that Academic Council needs to clarify its requirements. The importance of the SPPI reports was stressed as they give members an opportunity to assess the academic health of Divisions.

The President acknowledged that the availability of access to KPIs has been difficult and agreed that Council would update reporting requirements. Both the complexity of the data and a common understanding of what the data represented would be addressed.

5. **2004 SPPI PRESENTATION – EXECUTIVE DEAN, DIVISION OF HEALTH SCIENCES**

Professor Jim Reynoldson spoke to the Division’s 2004 SPPI Report. There were no questions on notice regarding the written report.

Prior to addressing the report Professor Reynoldson reiterated that the comments made following the previous presentation regarding availability of data applied to all Divisions. When preparing his Division’s report he had taken the view that an overview of the Division would be valuable. He advised the meeting that his presentation would be addressing graduate employment and employability. The following items were highlighted:

- 37% increase in student numbers in 2004;
- GDS employment figures down slightly – note 3 schools don’t have students qualified for employment as the 1st cohort have yet to graduate;
- More students undertaking postgraduate studies;
- Retention rates within the Division are up in 2004/2005;
- Drop out rates are low – down from previous years;
- Student progress rates reflect the determination of students in professional programs;
- This is the first time nursing has been measured – high cohort of mature age students;
- Research time to complete – general trend shows reduction; and
- Providing facilities for professional programs with a good range of equipment, for example the newly opened Chiropractic Clinic with the 1st x-ray facility available in any WA clinic.
6. **2004 SPPI PRESENTATION – EXECUTIVE DEAN, DIVISION OF SCIENCE & ENGINEERING**

As Professor Yianni Attikiouzel was on annual leave Professor Stuart Bradley spoke to the Division’s 2004 SPPI Report. There were no questions on notice regarding the written report.

Professor Bradley confirmed that like the Division of Arts, the Division of Science & Engineering were unsure of what data was required and had experienced difficulty interpreting data from the Office of Policy and Planning web site.

The following items were highlighted:

- GDS less than University average due to DSE students undertaking further study as evidenced by the “further study” statistics being above University average;
- The entry point for careers for Science degrees generally 4 years of study or 3 years plus honours;
- Extractive metallurgy students in high demand;
- GDS results pleasing, however, will fluctuate according to the demands of the workplace;
- Internships in engineering have been offered for the last 4 years – many students gain employment through this initiative; and
- Applied nature of research within the Division creates input from industry.

Speaking to the interim report on the revitalisation of the Bachelor of Science (Chemistry) Professor Bradley advised there was evidence of key parameters beginning to change. Strategies had been put in place to assist students’ progress and retention such as support systems and a Chemistry help desk.

Discussion returned to the data required and available for SPPI reports. The Pro Vice Chancellor (Academic) suggested it would be useful to ask Christina Ballantyne from the Teaching & Learning Centre and Mr Satis Arnold from the Office of Policy & Planning to address the next meeting to explain what the indicators mean and how the information is gathered. She suggested they present a paper as an attachment to the agenda, and at the meeting answer both questions on notice and impromptu questions.

Professor Bradley identified a need for more sophisticated data and reporting to assist with honing strategies. Professor Bradley suggested two sets of data are required, one for monitoring performance and one to inform strategies. The PVC(A) recommended employer focus groups be conducted to gather information to inform strategies. A member noted that the data does not provide information on the number of postgraduate students that come from industry.

The President thanked all the Divisions for their reports which provided a thorough overview and acknowledged that their contribution was useful for both Academic Council and the University as a whole.

7. **VICE CHANCELLOR’S REPORT**

Council noted the Vice Chancellor’s written report. The Vice Chancellor commented on how gratifying it was to see the number of Academic Council members from the Peel and Rockingham campuses.
When speaking to his report the Vice Chancellor confirmed that Murdoch had met its DEST load and funding targets within allowable error bands and that these were excellent results. He stressed the importance of Academic Council being conscious of the constraints applied by the new funding bands.

The Vice Chancellor congratulated Assoc Prof David Macey on being appointed as the AVCC representative on the National Credit Transfer and Articulation Data Working Group. He confirmed to Council that Murdoch had a high rate of appointments to national bodies and highlighted the importance of such memberships for Murdoch.

He encouraged members to visit and use the recently opened chiropractic clinic which is of a very high standard.

On other matters, he confirmed the University was not yet certain whether it would be successful in the competition for and the amount that would be received from the Teaching and Learning Performance Fund. Turning to the Research Quality Framework (RQF) he advised that Murdoch had offered to be part of the initial trial run. He advised it was of particular concern as to how the Government would treat load for research training places. He pointed out that the fundamental issue with the RQF was that it was based on peer review; reviewing people who had originally obtained funds by being peer reviewed. He reiterated that funds generated from indexation at the rate of 1.9% were insufficient as they were less than annual current costs. The Government wanted productivity to increase at a higher level, which they considered preferable to indexation. Murdoch would be applying for money from the Capital Development funds for expansion at Peel.

Replying to a question from a Council member asking if measures of productivity had been identified, the Vice Chancellor replied that none had been and that the sector would have to devise and agree upon benchmarking data. He reiterated how important it was that Academic Council understood the tough environment within which Universities operated. This prompted a member to point out that if class sizes were to increase there are not enough large classrooms. The Vice Chancellor advised that the Classroom Management Group was investigating timetabling and progress was being made.

The Vice Chancellor was thanked by a Council member for his honesty concerning the impacts the new funding regime would have on staff.

In conclusion, the Vice Chancellor presented an overview of the progress of investigations of the merger between Curtin University and Murdoch.

8. AWARD OF DEGREES, DIPLOMAS AND CERTIFICATES

On the recommendation of the Divisional Boards and the Research and Development Board, Council

...blue

Resolved: to approve the award of degrees, diplomas and certificates on the
AC/121/2005 attached list.

9. 2006 CONSOLIDATED LIST OF OFFERINGS

In accordance with the 2006 Academic Planning Guidelines a consolidated list of courses, majors and minors to be offered in 2006 was attached to the agenda.

(Secretary’s Note: In the list attached to the agenda all psychology courses that referred to Occupational courses should have read Organisational courses. This correction is reflected in the attached revised consolidated list.)
10. CORRECTIONS TO COURSE TITLES

Academic Policy Committee recommended minor corrections to course titles approved by Council (AC/55/2005) at its 18 May 2005 meeting. Members should note that the changes to the Masters by Coursework Degree Regulations 1(1) and 2(1) are already reflected on the web. These recommendations to Senate are to ensure that an audit trail exists.

In accordance with Standing Orders for Academic Council and Subordinate Bodies Clause 30 an absolute majority of members agreed to consider the recommendation as the item has been considered within the past 6 months.

Resolved: AC/123/2005

(i) to amend the title of the previously approved Masters in Counselling to Master of Counselling; and

[b] to amend the title of the previously approved Postgraduate Diploma in Consulting Psychology to Postgraduate Diploma in Consultancy Psychology; and

(ii) to RECOMMEND to Senate to amend the following regulations as indicated below, additions in bold and deletions struck through:

Diploma Regulation 1(c)
Postgraduate Diploma in Consulting Consultancy Psychology (PgDipConsultPsych)

Masters by Coursework Degree Regulations 1(1)
Masters in of Counselling (MCounsel)

Masters by Coursework Degree Regulations 2(1)
Masters in of Counselling – 48 points

11. PROPOSED CHANGES TO THE AMENDMENTS TO COURSES, MAJORS, MINORS AND UNITS POLICY

At its meeting on 26 August 2005 APC resolved (APC/49/2005) to recommend for approval a revision to the Amendments to Courses, Majors, Minors and Units policy. The revision was to correct the definition for minors so the points difference requirements for completing two minors do not contradict. In accordance with Standing Orders for Academic Council and Subordinate Bodies Clause 30 an absolute majority of members agreed to consider the recommendation as the revised policy was approved within the past 6 months.

Resolved: AC/124/2005 to approve the attached revised ‘Amendments to Courses, Majors, Minors and Units’ policy, superseding that approved AC/110/2005.

12. REVISED ESTABLISHMENT AND MANAGEMENT OF CENTRES POLICY

At its 18 May 2005 meeting Council resolved (AC/75/2005) to recommend to Senate to approve the revised Establishment and Management of Centres policy. Subsequently the General Counsel & University Secretary requested that risk management be addressed and referred the policy back to the Research and Development Board.
The Research and Development Board, at its 27 July 2005 meeting, approved (RDB2005/081) the revised Establishment and Management of Centres policy and Risk Management template.

In accordance with Standing Orders for Academic Council and Subordinate Bodies Clause 30 an absolute majority of members agreed to consider the recommendation as the revised policy was approved within the past 6 months.

**Resolved:**

(i) to RECOMMEND to Senate to approve the revised ‘Establishment and Management of Centres’ Policy and Risk Management Template as attached; and

(ii) to rescind the ‘Establishment and Management of Centres’ Policy as previously approved via resolution AC/75/2005.

13. PROPOSED AMENDMENTS TO FRANCHISING POLICY AND SCHEDULE

At its meeting on 26 August 2005 Academic Policy Committee (APC) resolved (APC/47/2005) to recommend for approval a revision to the Franchising policy and Franchising schedule. The revision is to clarify the franchising-out process. Franchised-out units are required to be noted by APC and Council.

In accordance with Standing Orders for Academic Council and Subordinate Bodies Clause 30 an absolute majority of members agreed to consider the recommendation as the revised policy was approved within the past 6 months.

**Resolved**

(i) to approve the attached revised ‘Franchising’ policy;

(ii) to approve the attached revised ‘Franchising Schedule’;

(iii) to rescind the ‘Franchising’ policy as approved by AC/29/2005 (a); and

(iv) to rescind the ‘Franchising Schedule’ as approved by AC/29/2005 (b).

14. REvised STRUCTURES FOR POSTGRADUATE COURSES

Academic Policy Committee resolved (APC/44/2005 [iii]) to recommend the revised structures for the Postgraduate Certificate in Policy Studies and the Postgraduate Diploma in Policy Studies. These are part of outstanding Phase III academic planning.

**Resolved** to note the amended structures of the Postgraduate Certificate in Policy Studies and the Postgraduate Diploma in Policy Studies as attached to the agenda, with effect from 2006.

15. 2007 ACADEMIC PLANNING GUIDELINES

The proposed 2007 Academic Planning Guidelines were attached to the agenda. They had been developed in consultation with the Divisions and were recommended to Council by Academic Policy Committee (APC/53/2005). Members were informed of the major differences from the 2006 guidelines:
Templates are separated into two sections. One for rationale and support information and the other for the academic structure and handbook information. This will allow Divisions to download information provided by proposers directly from the academic planning database for submission to APC, allowing academics to view structures exactly as they will be in the handbook;

- The Offshore Course Offerings template has been updated and renamed to remove reference to LOTE; and

- Indigenous perspective questions have been edited to ensure compliance through simplicity.

On a similar matter and prompted by the discussion a member asked if approval of the academic structure to be offered by the new feeder college had been granted. The Pro Vice Chancellor (Academic) advised that, as the new college would not be offering Murdoch awards, Council’s approval was unnecessary. The Committee on University Entrance would be scrutinising applications for entry to Murdoch from the new feeder college.

Resolved to approve the "2007 Academic Planning Guidelines" as attached to the agenda.

16. INTERMEDIATE AWARDS

At its meeting on 26 August 2005 Academic Policy Committee resolved (APC/51/2005) to approve intermediate awards to be available from 2006 (unless indicated otherwise).

Resolved to approve the intermediate awards available in 2006, expect where indicated otherwise, as attached to the agenda.

17. 2006 MEETING DATES

Answering a question as to the timing of the June meeting during the Semester 1 assessment period the President advised that Academic Council had to align with the meetings of Senate.

Resolved to approve the following meeting dates for Academic Council for 2006:

- 25 January
- 15 March
- 12 April
- 17 May
- 14 June
- 19 July
- 13 September
- 1 November

18. NON STANDARD TEACHING DATES

At its meeting on 26 August 2005 Academic Policy Committee agreed (APC/45/2005) to recommend for approval the 2006 Division of Health Sciences and Division of Arts, School of Education, non standard teaching dates.
Resolved AC/131/2005

(i) to approve the Division of Health Sciences non standard teaching dates for 2006, as attached to the agenda; and

(ii) to approve the Division of Arts, School of Education, non standard teaching dates for 2006, as attached to the agenda.

19. SCHOOL OF EDUCATION – AVAILABILITY OF 400/600/700 UNITS

In accordance with Clause 14 of the Phase III Planning Summary the Division of Arts is required to provide the availability of 400/600/700 level units in Education.

Resolved AC/132/2005 to approve the availability of 400/600/700 level units in the School of Education for 2006/2007, as attached to the agenda.

20. CONTINUATION OF ASIA RESEARCH CENTRE

In accordance with Clause 18 of the Guidelines For Establishment and Management of Centres Within the University the Asia Research Centre was recently reviewed by the Committee for Centres and Areas of Research Strength (CCARS). Their recommendation for continuation was forwarded to the Research & Development Board who resolved (RDB2005/079) to recommend it to Academic Council.

Resolved AC/133/2005 to approve the continuation of the Asia Research Centre for an additional 5 year period.

21. CHANGE OF NAME - PROFESSIONAL EDUCATIONAL PROGRAM FOR ABORIGINAL AND TORRES STRAIT ISLANDER STUDENTS (PEPA)

Staff and students involved with PEPA requested a change of name for the program to better reflect its indiginity. The change was approved by the Division of Health Sciences Board (19/05).

Resolved AC/134/2005 to note the name change for the Professional Educational Program for Aboriginal and Torres Strait Islander Students (PEPA) to the Wardong program.

22. MEMBERSHIP STUDENT APPEALS COMMITTEE

The membership of the Student Appeals Committee was approved by Academic Council (AC/41/2005) in March 2005. It has since become necessary to seek further panel members to enable regular meetings to consider appeals. The President of Academic Council approved the appointment of two academic staff members from the Division of Science and Engineering.

Resolved AC/135/2005 to ratify the actions of the President to approve the appointment of Mrs Jen Bradley and Dr David Ralph to the Student Appeals Committee panel with a term of membership of 3 years expiring at the commencement of Semester 2, 2008.

23. MEMBERSHIP COMMITTEE ON UNIVERSITY ENTRANCE (CUE)

A recent review of the membership structure of CUE highlighted inconsistencies that require approval by Council. In March 2003 membership of CUE was amended to
include the Pro Vice Chancellor (Academic), however, this was omitted the following month when Divisional representation was finalised and the error perpetuated. In April 2004 CUE, following the restructure of the Division of Student Services, Marketing and International Affairs, replaced the position of Manager, Student Admissions with the Director, Prospective Students’ and Admissions Centre.

Membership of CUE was reviewed at their 16 June 2005 meeting and resolved (CUE/224/2005) to include the Pro Vice Chancellor (Strategy) and remove the Rockingham Campus Executive Officer.

**Resolved**

AC/136/2005

To approve the following revised membership for the Committee on University Entrance (additions in **bold**, deletions struck through):

- Chair appointed by Academic Council (at Associate Professor or Professor level)
- **Pro Vice Chancellor (Academic), ex officio**
- **Pro Vice Chancellor (Strategy), ex officio**
- 8 Academic staff appointed by Academic Council: four from the Division of Arts, two from the Division of Health Sciences and two from the Division of Science and Engineering, including at least one person who is an elected member of Council
- Director of Murdoch International or nominee
- Rockingham Campus Executive Officer
- Guild Education Vice-President or nominee
- Accreditation Officer
- Director of Policy and Planning (non-voting rights only)
- Manager, Student Admissions—Director, Prospective Students’ and Admissions Centre
- Admissions Co-ordinator in the Prospective Students’ Admissions Centre, ex officio
- Co-opted Member
- International Accreditation Officer, observer with speaking rights

24. **MEMBERSHIP ACADEMIC POLICY COMMITTEE (APC)**

In July 2005 the appointment terms of the following two APC Academic Council members expired:

Assoc Prof Parisa Bahri (DSE)
Assoc Prof Phillip Clark (DHS)

The membership of the Academic Policy Committee (APC) provides for the appointment of four academic staff appointed by Council, with two appointees from the Division of Arts (DA), one from the Division of Health Sciences (DHS) and one from the Division of Science and Engineering (DSE). At least one must be male and at least one female. The President of Academic Council liaised with the Executive Deans and nominees.

**Resolved**

AC/137/2005

To appoint the following persons to the Academic Policy Committee, with their term of office expiring at the commencement of second semester 2008:

Assoc Prof Parisa Bahri (DSE)
Mrs Rhonda Marriott (DHS)
25. AMENDMENTS TO STATUTE NO. 5 – ACADEMIC COUNCIL

Statute No. 5 – Academic Council, Clause 2(b) [ex officio membership] refers to a position that no longer exists. The President of Academic Council approved the deletion of the position of the Managing Director, Division of Student Services, Marketing and International Affairs; to enable the amendment to be presented to the August meeting of Senate.

Resolved to: ratify the actions of the President to approve the
AC/138/2005 RECOMMENDATION to Senate to amend Clause 2(b) of Statute
No. 5 – Academic Council (deletion struck through):

The persons holding the following offices, ex officio--
- Vice-Chancellor;
- Executive Deans of Divisions;
- President of the Guild of Students;
- Pro Vice-Chancellor (Academic);
- Pro Vice-Chancellor (Regional Development);
- Pro Vice-Chancellor (Research);
- Pro Vice-Chancellor (Strategy);
- Managing Director, Division of Student Services,
  Marketing and International Affairs;
- Education Vice-President of the Guild of Students

26. DISCONTINUATION OF OCEAN SCIENCE MINOR

At its meeting on 26 August 2005 APC resolved (APC/36/2005) to ratify the actions of the President of Academic Council in discontinuing the minor in Ocean Science.

Resolved to: note the discontinuation of the Ocean Science minor with effect

27. EXTERNAL STUDIES UNIT

At its 18 May 2005 meeting Academic Council (AC/61/2005) considered a report from the PVC(A) on the External Studies Unit which identified key issues and recommendations. Attached to the agenda was a progress report from the PVC(A) detailing the action taken for Semester 2, 2005 and identifying issues to be further considered by FLIC II.

Resolved to: note the progress with the External Studies Unit report on key
issues and recommendations as at September 1, 2005 as attached to
AC/140/2005 the agenda.

28. LEAVE OF ABSENCE

In accordance with standing order 9 (2) Dr John Pluske requested leave of absence until 4 November 2005.

Resolved to: approve a leave of absence from Academic Council for Dr John
29. **2005 STRATEGIC PLAN PERFORMANCE INDICATORS (SPPI) REPORT (FORMERLY SQIP REPORT)**

The written reports from the Pro Vice Chancellor (Academic) and Pro Vice Chancellor (Research) were attached to the agenda. Their verbal presentations will be given at the November meeting. Any questions on notice for the PVC(A) or PVC(R) should be submitted in writing to the Secretary to Council by Wednesday 19 October 2005.

30. **SENATE**

At its meeting on 16 August 2005, Senate approved the following recommendations generated from the 15 June and 20 July 2005 Academic Council meetings:

- Removal of the position of Managing Director, Division of Student Services, Marketing and International Affairs from Statute No. 5 – Academic Council, Clause 2(b) [ex officio membership].
- Amendments to Statute No. 23 – Student Discipline – changes to Student Appeals Committee.
- To disestablish the Centre for Agricultural and Natural Resource Management.
- Diploma Regulations 1(1)(c) – addition of new qualification offered.
- Master of Coursework Degree Regulations 1(1), 2(1) - addition of new qualification offered.
- Master of Coursework Degree Regulations 9 – addition to completion requirements for 48 point Masters with 24 points advanced standing.
- Bachelor Degree Regulations 42(1), 42(6), 44(1), 44(2), 44(3), 45(2) and 47(2) (d) – additions and deletions to reflect the new grading structure from the Assessment Policy.
- Bachelor Degree Regulations 5A. (1) – remove Managing Director, Division of Student Services, Marketing and International Affairs and replace with Pro Vice Chancellor (Strategy).

The meeting ended at 3.20 pm.

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ESTABLISHMENT AND MANAGEMENT OF CENTRES

PREAMBLE

To extend knowledge, stimulate learning and promote understanding for the benefit of the community, Murdoch University encourages the establishment and development of Research, Professional and Teaching Centres. In order to enhance its reputation for research output and research training and build strategic relationships with other academic institutions, government and the private sector, the University recognises that Centres in areas of existing and potential research strength must be identified, fostered and encouraged to work co-operatively.

The principles outlined in this policy apply to all Centres established within the University or in which the University participates. The policy provides for consistency of application and accountability towards the effective and efficient management of Centres at Murdoch University.

PRINCIPLES / OBJECTIVES

To provide a policy for the establishment and management of Centres at Murdoch University.

INTRODUCTION

Murdoch University encourages the establishment and development of Research, Professional and Teaching Centres. In order to enhance its reputation for research output and research training and build strategic relationships with other academic institutions, government and the private sector, the University recognises that Centres in areas of existing and potential research strength must be identified, fostered and encouraged to work co-operatively.

The principles outlined in this policy apply to all Centres established within the University or in which the University participates, including major centres established with significant external funding such as Co-operative Research Centres, State Government Centres of Excellence, ARC Special Research Centres and ARC Key Centres of Teaching and Research. It is recognised that the establishment of such Centres is subject to criteria specified by the funding agencies, and that any conflict may need to be resolved outside this policy.

In considering proposals to establish Centres, the University will take into account Clauses 4 to 11 of this policy, as well as the following:

- the University’s strategic plans, and in particular the Operational Research Management Plan;
- the implications of any requirements prescribed by the funding body, in relation to the University’s policies and procedures;
- the possible need for matching or supporting funds from the University’s Research Applications Fund, or from other central funds.
CLASSIFICATION OF CENTRES

2. A Centre shall be defined as an administrative entity within the University which has responsibility for undertaking or facilitating research, consultancy, professional and/or teaching in a specified area or for other activities as envisaged in Clause 9 of this policy, and which may have responsibility for generating income. A Centre may be established in association with another university or other institution. Subject to satisfactory reporting as outlined in Clause 17 of this policy, Centres will be established for a fixed term of five years, except where there is agreement from the Vice-Chancellor that the centre will be established for a different period of time.

3. Centres may be classified as either University, Inter-divisional, Divisional or School Centres. University Centres are those established as a result of a successful application to an external funding agency (e.g., Co-operative Research Centres, Centres of Excellence etc); a formal agreement to collaborate with other institutions, or include substantial external participation and support. Centres which are largely internal to the university, for all they may be successful in attracting external grants and consultancies may be classified as either Inter-divisional, Divisional or School Centres. Centres will be classified as Inter-Divisional Centres if, in accordance with Clause 4 of this policy, it can be demonstrated that they are interdisciplinary and collaborative across Divisions. Centres that are predominantly located within one Division but across Schools will be classified as Divisional Centres and those that operate primarily from within one School will be classified as School Centres.

ESTABLISHMENT OF CENTRES

4. Centres may be established under the following circumstances:

4.1 University Centres will usually be established as a result of Murdoch’s participation in a successful application to a Commonwealth or State Government agency, or as a result of an agreement between the University and industry, or the University and other institutions. With respect to such centres, a Memorandum of Understanding or some such contract will detail the nature of the university’s involvement, as allowed by Clause 5 of this policy. In accordance with Legal Policy LP2/2004, all staff must obtain a legal sign-off for all agreements or MOUs relating to a centre. A proposal for the University to participate in an external application to establish a centre shall be undertaken only with the approval of the Vice Chancellor on the advice of the Pro Vice Chancellor (Research). In agreeing to become a party to such proposals, the following shall be considered:

- A demonstrated synergy between Murdoch’s research interests and strengths and the proposal.
- The expected return to the university in relation to expected investment and any leveraging contribution.
- The likelihood of the application being successful.
- The nature of the University’s involvement in the prospective centre (e.g., as host, as a node of a CRC).
- That any major operational issues have been resolved.
- A satisfactory management and review process.

The PVC(R) must seek the agreement of the relevant Executive Deans before advising the Vice Chancellor to sign-off on any such application.

Centres which are established as a result of such arrangements may, when the funding ceases, reapply for re-classification as an Inter-divisional or Divisional Centre.
4.2 Inter-divisional Centres may be established if it can be clearly demonstrated that they are:

- Collaborative between Divisions within Murdoch;
- Interdisciplinary; and
- Value-adding, in that they contribute to the University in a manner not feasible within current organisational structures and research arrangements.

4.3 Divisional Centres may be established if it can be demonstrated that they will:

- Benefit the research, teaching or professional activities of a group of staff within one Division that is working in a field of common interest;
- Assist in the development of an emergent area of research, teaching or professional strength;
- Provide clear advantages in attracting support from external agencies, or
- Enhance the teaching-research nexus.

4.4 School Centres may be established if it can be demonstrated that they will:

- Benefit the research, teaching or professional activities of a group of staff within one School that is working in a field of common interest;
- Assist in the development of an emergent area of research, teaching or professional strength;
- Provide clear advantages in attracting support from external agencies, or
- Enhance the teaching-research nexus.

5. This policy shall apply to all Centres established within the University except that in the light of funding or other arrangements with external agencies, the Senate, on the advice of the Vice Chancellor and on such terms and conditions as the Senate considers appropriate, may establish Centres which do not conform to the policy in all respects.

6. All Centres shall be based within one or more Divisions of the University for administrative purposes. Schools are within Divisions for administrative purposes, and therefore School centers will report, through their school, to the respective Division. Where proposed Centres (University or Inter-divisional) involve more than one Division, a Memorandum of Understanding is to be signed by the Executive Deans of all the Divisions participating in establishment of the Centre. For the case where such Centres are primarily involved in research, the Pro Vice Chancellor (Research) will be responsible for negotiating with Executive Deans the Memorandum of Understanding. Where such Centres are intended to conduct professional and teaching activities, the President of Academic Council will be responsible for negotiating Memoranda of Understanding with the Executive Deans of participating Divisions. The Memorandum of Understanding will endorse the Executive Dean of each Division involved will sign a note confirming acceptance of the proposed institutional location, management, funding and reporting arrangements for the Centre and arrangements for calculating and allocating income generated by the Centre’s research or other activities. Note: It is a legal nonsense to talk of an MOU between Divisions. At best, there can be a notation or file note signed by the Executive Deans confirming acceptance of the relevant conditions that will apply.

7. All members of Centres shall be members of the staff of Divisions of this University or other institutions participating in the Centre, or adjunct appointments to the Centre, unless the Vice Chancellor decides otherwise.

8. A proposal for an Inter-divisional or Divisional Centre whose primary purpose is research shall be submitted initially to the Boards of the Divisions, via their Research Committee, in which the
Centre is intended to be based. A proposal for a School Centre should be submitted to the School Committee, endorsed by the Head of School, then forwarded to the Board of the Division. If endorsed by the Boards, on the recommendation of their Research Committee, the proposal shall be forwarded to CCARS for assessment against this policy and, if approved, referral to the Research and Development Board, in the case of Research Centres, or in other cases, Academic Council, which may recommend to the Vice Chancellor that the Centre be established.

9. Where the Vice Chancellor has agreed to the establishment of a Centre whose primary purpose is to conduct research, or when an application to an external funding agency has been successful, the Research and Development Board shall ask Academic Council to formally note the establishment of the Centre (and by virtue of its resolution to notify Senate).

10. A proposal for a Centre whose primary purpose is teaching, consultancy, professional development, or other activities which may provide a service to the community (including but not primarily research), or a combination of these, shall be submitted to the Academic Council by the Board of the Division in which the Centre is intended to be based. A proposal for a School Centre whose primary purpose is teaching, consultancy, professional development, or other activities which may provide a service to the community (including but not primarily research), or a combination of these, shall be submitted to the School Committee for approval before submission to the Board of the Division in which the School Centre is intended to be based. The Council may recommend to the Vice Chancellor that the Centre be established and that it be classified as a ‘Professional Centre’.

11. All submissions shall contain a plan, including the following information:

11.1 Centre’s goals and objectives

Operational targets for years one, two and five of its operation

Performance indicators for future reporting and evaluation

Description of how the Centre relates to the University's Operational Research Management Training plan

Details of how the proposed Centre conforms with Clause 3 of the Policy for the Establishment and Management of Centres.

A Risk Management Plan using the template in Annexure A that contains Risk Consequence and Likelihood tables and an education document on how to apply the risk management methodology. If this plan identifies any Extreme or High residual risks, the submission should not proceed until processes or strategies are put in place to reduce these risks to Moderate or Low levels.

Comment This needs further adjustment as a Centre, the primary purpose of which is to conduct consultancy work will breach the Senate’s Consultancy Policy. There needs to be a process built in for such proposals to be vetted by MurdochLINK in accordance with the Consultancy Policy – this adjustment is in the below paragraph.

Individual consultancy proposals for Research Centres must comply with the Senate’s consultancy policy and be accordingly vetted and approved by Murdoch Link.

11.2 Key personnel

Names, addresses
Establishment and Management of Centres Policy

Proportion of time committed to the Centre

Roles and responsibilities

Details of how the centre will manage legal and constitutional issues relating to the participation of staff from outside the University

11.3 Infrastructure

Location of the Centre, together with details of how the accommodation needs of the centre will be met, by whom and at whose cost.

Equipment, infrastructure and other requirements, and details of how these will be supplied, by whom and at whose costs

11.4 Organisation

Management structure of the Centre

Roles, responsibilities (including any issues relating to legal liability), composition and period of membership of advisory committees and Boards of management

Details of how the accounting and administrative processes of the Centre will be managed

If it is proposed to have the Centre incorporated, this should first be approved by Senate in accordance with the University’s Policy for the Establishment and Operation of Incorporated Entities.

11.5 A statement on how the proposed Centre might impact on other Schools or Centres in the University

11.6 Resources and income (attach copies of agreements)

Details of resourcing arrangements between the Centre and participating Divisions, Schools, the Research and Development Board and external collaborators

Agreements relating to the sharing or allocation of income from Centre activities

Details of all agreements relating with external agencies, including agreements on intellectual property issues and “in kind” contributions.

Estimated income and expenditure for the first three years of operation, together with documentation of confirmed income.

12. In evaluating proposals to establish a Centre, consideration will be given to whether the proposal adheres to Clauses 4 to 11 of this policy.

13. In cases where the primary purpose of the entity is to conduct research, the Pro Vice Chancellor (Research) will decide whether a term other than "Centre" be used to describe the entity if this is considered appropriate under the terms of a grant from an external funding agency or following recommendations from external participants. In cases where the primary purpose of the entity is teaching, consultancy, professional development or other activities, Academic Council will decide whether a term other than "Centre" be used to describe the entity if this is considered appropriate under the terms of a grant from an external funding agency or following recommendations from external participants.
14. As soon as practicable after approval has been granted to establish a centre, the secretary of the Research & Development Board or the Academic Council, as the case may be, will provide details of the centre to the General Counsel & University Secretary so that the University’s “Entities Register” can be updated.

MANAGEMENT OF CENTRES

14.15. The Director of each Centre shall be appointed by the Vice Chancellor, on the advice of the Pro Vice Chancellor (Research) (if a research Centre) or the President of Academic Council (if a professional or teaching Centre) and the Executive Dean(s) of the Division(s) participating in the Centre. The Executive Dean will take advice from the Head of School in the case of a School centre. However, in the case of a University Centre, if there is a contractual agreement with the University which includes a process for appointing the Director, that process shall be followed instead.

Where the Director of a University Centre is not located at Murdoch, the Vice Chancellor with the relevant advice from the Pro Vice Chancellor (Research) or the President of Academic Council, will appoint a Murdoch staff member as a Deputy Director.

The Deputy Director of a University Centre, or the Director of an Inter-Divisional, Divisional or School Centre will be:

(a) a member of the full time academic staff of Murdoch University at the level of Senior Lecturer or above;

(b) appointed for a term not exceeding three years and shall be eligible for reappointment;

(c) responsible to the Pro Vice Chancellor (Research) in the case of University or Inter-divisional research Centres, Academic Council, in the case of University or Inter-divisional professional and teaching Centres, Executive Deans of the Divisions participating in the Centre in the case of Divisional Centres, and the Head of School in the case of a school Centre, on all matters relating to the Centre.

15.16. Unless otherwise prescribed by contractual or other formal arrangements with another institution to which the Pro Vice Chancellor (Research) / President of Academic Council or Vice Chancellor has agreed, each Centre will have an advisory committee and/or a Board of management whose membership, role and responsibility will be approved by the Vice Chancellor. An advisory committee will provide advice to the Centre on how it might best meet its goals and objectives and improve or expand. A Board of management will, in consultation with the Centre Director, develop Centre policies, advise the Director of the Centre on strategies to achieve the Centre’s goals and objectives, and have responsibility for monitoring the progress of the Centre.

Members of advisory committees and Boards of management shall hold office for three years and shall be eligible for re-appointment.

The Pro Vice Chancellor (Research) or nominated delegate and the Director of the Centre will be represented on the advisory committees or Boards of management of all University Research Centres. The President of Academic Council or nominated delegate and the Director of the Centre will be represented on the advisory committees or Boards of management of all University Professional or Teaching Centres. Executive Deans of the participating Divisions or nominated delegate and the Director of the Centre will be represented on the advisory committees or Boards of management of all Divisional Centres. The Head of School shall be on the advisory committees or Boards of Management of a School Centre.
16.17. Management and advisory committees and Boards may co-opt up to three members for a period not exceeding three years. A casual vacancy of more than six months to a position on a Board or an advisory committee may be filled by a new appointment. The person newly appointed shall serve for the balance of the term vacated. Each year of office shall commence on the first day of second semester in any academic year and expire on the day before the commencement of the second semester in the next academic year.

17.18. The Director of a Centre required by an external body to produce an annual report will provide the Division of Research and Development with a copy of that report. In all other cases, the Director of a Centre must submit a draft annual report to the Centre’s advisory committee or Board of management for their consideration and comment. The Director of University Research Centres will present the final version of the Centre’s annual report to the Pro Vice Chancellor (Research) and the Research and Development Board, and Directors of University Professional or Teaching Centres will present the Centre’s annual report to the President of Academic Council. Directors of Divisional Centres will submit the Centre’s annual report to the Executive Deans and Research Committees of the participating Divisions. Directors of School Centres shall submit the report to the School Committee and Head of School. The report must chart the progress of the Centre against the objectives, targets and performance indicators and compliance with both the funding agreement, risk management measures and relevant legislative requirements specified in the proposal to establish the Centre in accordance with Clause 11. The Report, once finalized, shall be placed on the Centre’s website.

187.1 In addition, in the fourth year of the Centre’s operation, or earlier with the approval of the Pro Vice Chancellor (Research) or President of Academic Council, as appropriate, the Director of the Centre must include in the annual report a statement indicating either:

(a) That the Centre will be discontinued at the end of its fifth year of operation.

(b) A statement of intent to submit a proposal for continuation of the Centre.

Where a Centre has been established as a result of a successful application to an external funding agency or through agreement with external partners, and the reporting and review cycle differs from that set out here, the report on continuation/discontinuation can be made in association with the external agency's review process or the Memorandum of Understanding, with the written approval of the Pro Vice Chancellor (Research) or President of Academic Council as appropriate.

187.2 In the event that a Centre is to be discontinued, in the final year of its operation the Centre must provide a report containing the following information:

a. A summary of the Centre’s key achievements
b. A statement of any impediments that were encountered
c. A statement indicating how all assets of the Centre will be disposed of at termination of the Centre, including how income from assets such as intellectual property will be disposed of, and what arrangements will be made for the redeployment of Centre staff
d. disclosure of any existing liabilities, contracts, entitlements or any other matters that should be disclosed, at termination of the Centre.

The Centre will be discontinued at the end of its approved period of operation and the Executive Deans of participating Divisions, Director of the Centre, external participants and members of management and advisory Boards and committees will be notified.
Review of Centres

18. If a Centre wishes to continue operating beyond the fixed term of five years, in the final year of that term, or earlier with the approval of the Pro Vice Chancellor (Research) or President of Academic Council, as appropriate, it must submit a proposal to continue for a further five years. The proposal must comply with the requirements of Clause 11 of this Policy. The Centre must also undergo a formal review. Criteria for continuation shall include an assessment of the Centre's performance over the past four years against the goals, objectives, targets and indicators specified in the proposal to establish the Centre, and an evaluation of the Centre's new proposal for continuation against the principles and criteria outlined in this Policy for the Establishment and Management of Centres.

19. School Centres shall be reviewed in conjunction with their School review.

20. All Centres must review their risk management plan in consultation with the Director, Office of Internal Audit and Risk Management on an annual basis. If this annual review identifies any Extreme or High residual risks, processes or strategies are to be put in place to reduce these risks to Moderate or Low levels in a timely manner.

21. When a Centre indicates that it wishes to undergo a review to continue operation for a further five years, the Research and Development Board or Academic Council, as appropriate, shall appoint a review committee, except in the case of School Centres who shall be reviewed in conjunction with their school review. The review committee will comprise three people who are independent of the management and activities of the Centre. The Chair of the review committee will be an external person who has knowledge of the fields in which the Centre has operated. All major external participants in the Centre must be consulted on the timing and aims of the review, and consulted during the review process.

In the case of Research Centres, the Research and Development Board may exercise discretion on the level of peer evaluation involved to take account of the size and nature of the Research Centre. As an alternative to the review process set out in this Policy, the Board may authorise a review by its Committee for the Review of Centres and Areas of Research Strength (CRCARS) or by an Expert Visitor to the University. The procedures for the review of Research Centres are expanded upon in the Protocol for the Review of Research Centres (2002) approved by the Research and Development Board (Res: RDB 59/02).

The costs of the review of a Centre normally will be borne by the Centre. However, a case may be made by University Centres to apply to the Research and Development Board, Divisional Centres may apply to their Division, and School Centres may apply to their School for assistance in funding their review.

20. The review committee will assess the activities of the Centre and proposal to continue the Centre for a further five years in light of the criteria outlined in the Policy for the Establishment and Management of Centres. It will provide a report that includes an executive summary of no more than two pages, and assessments of the Centre’s past performance and its proposal to continue. The report will recommend that the Centre either continue or be disestablished. In cases where the review committee recommends that the Centre continue, it should provide recommendations on how the Centre might modify its activities and its proposal to best achieve its objectives.

The review committee shall seek the views of the Director of the Centre on its preliminary report. The Director of the Centre will be required to write a reply to the review committee’s report, responding to its recommendations. In cases where the review committee recommends that the Centre modify its activities and its proposal, the Director of the Centre should indicate which of the recommendations made by the review committee will be incorporated into the proposal to continue the Centre for a further five years, and how this will be achieved.
21.22. In the case of a Centre established primarily to undertake research, the review committee shall report to the Research and Development Board. In the case of a Centre established primarily for other purposes, the review committee shall report to the President of Academic Council, who shall seek the comments of the Divisional Boards concerned with the Centre. After receipt of these comments, Academic Council shall be provided with the executive summary of the report. The full report will be available to members of Council on request. The Research and Development Board or Academic Council, as appropriate, will determine the future of the Centre after consideration of the review committee’s report, the response of the Centre Director to the report and the comments of Divisional Research Committees and Boards.

22.23. Where a Centre has been established jointly with other universities or under contractual arrangements with an outside funding body, and as part of that agreement has a review process at least once every five years, the University will not appoint its own review committee. (Where there is no specified review process, University Centres will comply with the process set out in Clauses 18-22 of the policy.) The Research and Development Board, in the case of research centres and Academic Council in the case of other centres should be provided with a copy of the report of any such review, along with the comments of the Divisional Boards (where appropriate) and the terms of reference for the review.

Where the University does not appoint its own review committee, it reserves the right to review any aspect of its involvement in the centre not covered by the external review.

**RESPONSIBILITIES:**

<table>
<thead>
<tr>
<th>Responsible Officer</th>
<th>Centres Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation Officers</td>
<td>Centres Manager</td>
</tr>
<tr>
<td>Information Contact Officer</td>
<td>Secretary Academic Council</td>
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</table>

**RELATED MATERIALS / POLICIES:**

- Protocol for the Review of Research Centres
- University Strategic Plan

**REVISION HISTORY:**

<table>
<thead>
<tr>
<th>Approved/Amended/Rescinded</th>
<th>Date</th>
<th>Committee</th>
<th>Resolution Number</th>
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<tr>
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<td>7 October 2002</td>
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<td>S/88/2002</td>
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<td>27 May 2002</td>
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<td>S/42/2002</td>
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<td>20 August 2001</td>
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<td>S/59/2001</td>
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<td>S/59/1999</td>
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<td>22 June 1998</td>
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<td>S/19/1998</td>
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<td>26 June 1995</td>
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<td>S/66/1995</td>
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<td>S/100/1993</td>
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<td>22 February 1988</td>
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<td>S/3/1988</td>
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<td>24 August 1987</td>
<td>Senate</td>
<td>S/76/1987</td>
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1. DECLARATIONS OF INTEREST (SENATE STANDING ORDERS CLAUSE 4.2)

Section 17A and Division 2 of Schedule 1 of the Murdoch University Act require all members of Senate who have a material personal interest in a matter being considered or about to be considered:
(i) to declare the nature and extent of the interest; and
(ii) not to be present during consideration of the matter not vote on it.

No declarations.

2. CONFIRMATION OF MINUTES

Not applicable.

3. SENATE VACANCIES

The Chancellor has previously circulated vitae for Brian Aitken and Dawn Casey. Both have skills and experience that will enable them make a substantial contribution to the Senate.

The Chancellor has further spoken to both and explained that any appointment may be short-lived depending on the outcome of merger discussions with Curtin University of Technology and each has confirmed continuing interest in an appointment.

Resolved:
GNC/13/2005

(i) To recommend to the Minister for Education that Brian Aitken be appointed as a member of Senate for a 3 year term, to fill the existing vacancy on Senate.

(ii) To recommend to the Senate that Ms Dawn Casey be co-opted as a member of Senate for a 3 year term commencing on 01/01/2006, to replace Bob Pett whose third term expires on 31/12/2005.
4. STATEMENT OF GOVERNANCE PRINCIPLES

The General Counsel & University Secretary:

(i) reported that he has amended the Statement of Governance Principles to include (a) recent amendments to the Murdoch University Act in the Senator’s code of conduct; and (b) the recently approved amendments to the standing orders; and

(ii) recommends that further changes be made to the Statement of Governance Principles to make its coverage more comprehensive (changes marked up on the attached copy).

Resolved: To recommend to Senate that it amends the Statement of Governance Principles in the terms attached (changes marked up).
Date of meeting: Friday, 16/09/2005

Present: Emeritus Professor Geoffrey Bolton (Chair)
         Mr Philip Hocking                  Professor Simone Volet
         Mr Malcolm Macpherson              Professor Nick Costas

Secretary: Ms Samantha Summerton

Apologies: Vice Chancellor, Judge Kate O’Brien, Mr John Pease, Professor Tom Lyons, Mr Nathan Giles

Official attendees: Nil

Observers: Not applicable

1. DECLARATIONS OF INTEREST (MURDOCH UNIVERSITY ACT s17A)
   Nil

2. CONFIRMATION OF MINUTES
   The minutes of the meeting held on 12/08/2005 were confirmed.

3. HONORARY DEGREES
   3.1 In light of the potential merger between the University and Curtin, the committee discussed whether it was appropriate to issue Murdoch University honorary degrees in 2006. The committee resolved to continue nominations for and the issuing of honorary degrees until instructed otherwise.

   3.2 The committee reviewed the candidates nominated for honorary degrees. It was agreed that a connection with the University was a condition precedent for before nominees would be considered for honorary degrees. The committee reviewed 6 nominees and decided on 2 recipients for a Murdoch University honorary degree.

   Resolved:
   HACC/06/2005
   (i) To continue nominations for and issuing of honorary degrees until advised otherwise.
   (ii) To award the following degrees in 2006:
        (a) Honorary doctorate in Literature to Ms Julie Dowling
        (b) Honorary doctorate in Science to Dr Dan Lunney.

4. NEXT MEETING
   The next meeting of the committee will be decided at a later date.

Signed as a true record of the meeting of the Honorary Awards & Ceremonial Committee held on 16/09/2005.
EMERITUS PROFESSOR GEOFFREY BOLTON
CHAIR

Dated: October, 2005
## AGENDA ITEM 17

### SENATE RESOLUTION S/54/2004

**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>
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<tbody>
<tr>
<td>11/08/2005</td>
<td>Comprehensive Education Centre P/L, Murdoch College and Murdoch Properties</td>
<td>Settlement deed variation</td>
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<tr>
<td>12/08/2005</td>
<td>Parker Centre Limited</td>
<td>Approval to Change Constitution</td>
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<tr>
<td>12/08/2005</td>
<td>Commonwealth of Australia and various</td>
<td>Deed of Transfer of Assets</td>
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<tr>
<td>12/08/2005</td>
<td>Commonwealth of Australia and various</td>
<td>Deed to terminate an agreement in relation of AJ Parker CRC</td>
</tr>
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<td>12/08/2005</td>
<td>Parker CRC for Integrated Hydrometallurgy Solutions</td>
<td>Agreement</td>
</tr>
<tr>
<td>22/08/2005</td>
<td>Minister for Education &amp; Training</td>
<td>Amendment to Statute No. 8 - Interpretation</td>
</tr>
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<td>22/08/2005</td>
<td>Minister for Education &amp; Training</td>
<td>Amendment to Statute No. 23 - Student Discipline</td>
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<td>26/08/2005</td>
<td>Curtin University of Technology</td>
<td>Deed of Variation and acknowledgement #1</td>
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<td>Beijing Union University</td>
<td>Agreement for the delivery of Academic Programs</td>
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# AGENDA ITEM 18

## Senate Meeting Dates 2005

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<thead>
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<th>Deadline for Agenda Items</th>
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<td>Tuesday, 22/11/2005</td>
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<td>Tuesday, 13/12/2005</td>
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## Senate Meeting Dates 2006

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<thead>
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<tr>
<td>Wednesday, 22/02/2006</td>
<td>Thursday, 09/02/2006</td>
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<tr>
<td>Wednesday, 05/04/2006 (Peel campus)</td>
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<td>Wednesday, 03/05/2006</td>
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<tr>
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All Senate meetings will commence at 4.30 pm.