Date: Thursday, 26/04/2007
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)
4. VICE CHANCELLOR’S REPORT

PART A - ITEMS FOR APPROVAL

5. STRATEGIC PLAN

PART B - ITEMS FOR DISCUSSION

6. BUDGET UPDATE
7. OUTCOMES FROM SENATE RETREAT
8. UNIVERSITY COMPANY DIRECTORS
9. APPLICATION FOR THE ESTABLISHMENT OF A CENTRE IN HAEMOPHILIA AND THROMBOSIS RESEARCH
10. RATIFICATION OF STATUTE AMENDMENTS

PART C - ITEMS EN BLOC

11. CONFIRMATION OF PREVIOUS MINUTES
12. ACADEMIC COUNCIL
13. ENVIRONMENTAL COMMITTEE
14. GOVERNANCE AND NOMINATIONS COMMITTEE
15. HONORARY AWARDS AND CEREMONIAL COMMITTEE
16. RESOURCES COMMITTEE
17. OFFICIAL SEAL
18. SENATE MEETING DATES 2007

❑❑❑
Date: Thursday, 26/04/2007
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.

AGENDA

1. MEMBERSHIP
   1.1 A list of current Senate members is attached, together with a summary of Senate’s roles and responsibilities.
   1.2 At the Senate Retreat on 9 & 10/03/2007, Senate members agree to co-opt Dr Stewart Washer to Senate for a term of three years starting on 26/04/2007. The Senate is asked to formally ratify this decision by resolution.
   1.3 The Governance & Nominations Committee has recommended to Senate, in a decision by circular resolution, to request the Minister for Education appoint Mr Steve Harris to Senate.

2. APOLOGIES
   2.1 Dr Stewart Washer, Judge Kate O’Brien, Mr Tony Iannello.
   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.

4. **VICE CHANCELLOR’S REPORT**

The Vice Chancellor will speak to his report to Senate, a copy of which is attached.

**PART A - ITEMS FOR APPROVAL**

5. **STRATEGIC PLAN 2007-2011**

The Vice Chancellor will speak to the attached final draft of the Strategic Plan Overview and related documents.

**ITEM B - ITEMS FOR DISCUSSION**

6. **BUDGET UPDATE**

The 2007 budget was approved by Senate, as per resolution 5/56/2007, “subject to management further reviewing operation revenue allocations and expenditure reduction initiatives to balance the budget, and providing an update to Senate at the end of the first quarter of 2007”.

A presentation will be made to members of the Resources Committee on 20 April 2007, and the Vice Chancellor will speak to the outcomes of this presentation.

7. **OUTCOMES FROM RETREAT**

The Chancellor will speak to the attached report on the outcomes of the 2007 Senate Retreat.

8. **UNIVERSITY COMPANY DIRECTORS**

Senate is asked to note the attached report on the University’s company directors.

In Confidence 9. **APPLICATION FOR THE ESTABLISHMENT OF A CENTRE IN HAEMOPHILIA AND THROMBOSIS RESEARCH**

This application has been approved by the DVC Research and the VC and Senate is asked to approve and ratify the attached application.
10. RATIFICATION OF STATUTE AMENDMENTS

On 19/03/2007 by decision by circular resolution, Senate approved the amendments to Statute 17 – Guild of Students. This statute has been dealt with in accordance with s 25(1)(b) of the Murdoch Act and is being re-presented to Senate for ratification.

10.1 To ratify the amendments to Statute 17 – Guild of Students in the terms attached (changes marked up)

Note: In accordance with section 25 of the Murdoch University Act, an absolute majority of Senate must ratify the amendment.

ITEM C - ITEMS EN BLOC

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 attached minutes of the meeting held on 21/02/2007.

11.2 Confirmation of the attached minute of the decision by circulation effective as of 19/03/2007

11.3 Confirmation of the attached minute of the decision by circulation effective as of 11/04/2007

11.4 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 28/02/2007 are attached. Other than in relation to legislative matters, the following items contain recommendations to Senate:

AC/25/2007 to recommend to Senate to approve the attached ‘Review of Academic Council and its Subordinate Bodies’ policy.

13. ENVIRONMENTAL COMMITTEE

The minutes of the Environmental Committee meeting held on 12/04/2007 are attached. There are no recommendations to Senate.

14. GOVERNANCE & NOMINATIONS COMMITTEE

The minute/s of the Governance & Nominations Committee meeting:

14.1 Decided by circular resolution effective on 09/03/2007 is attached. The following items contain recommendations to Senate:

GNC/03/2007 to approve the Statement of Governance Principles documents as attached in mark up.

14.2 Held on 10/04/2007 is attached. The following items contain recommendations to Senate:

GNC/04/2007 to approve the attached amendments to Standing Order 4.13 in relation to presence of observers.
GNC/06/2007 to adopt the attached 2007 Workplan.

14.3 Decided by circular resolution effective on 16/04/2007 is attached. The following items contain recommendations to Senate:

GNC/07/2007 To request the Minister for Education appoint Mr Steve Harris to Senate.

15. HONORARY AWARDS AND CEREMONIAL COMMITTEE

The minute of the Honorary Awards and Ceremonial Committee decision by circulation effective as of 05/04/2007 is attached. There are no recommendations to Senate.

16. RESOURCES COMMITTEE

The minutes of the Resources Committee meeting held on 27/03/2007 are attached. The following items contain recommendations to Senate:

RC/05/2007 To approve the attached payments for the period 05/12/2006 to 15/03/2007 inclusive.

17. OFFICIAL SEAL

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

18. SENATE MEETING DATES 2007

The Senate’s meeting dates for 2007 and respective closing dates for agenda items are attached.
Detailed information in relation to members of Senate can be found at [http://senate.murdoch.edu.au/members/Senate](http://senate.murdoch.edu.au/members/Senate). If you would like to provide any updates to your information, please send these to the University Secretary at j.rigg@murdoch.edu.au. These will be published in the subsequent agenda pack as well as placed on the website above.

<table>
<thead>
<tr>
<th>Appointment</th>
<th>Term expires</th>
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</thead>
<tbody>
<tr>
<td>Mr Terry Budge</td>
<td>Chancellor</td>
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<tr>
<td>Prof John Yovich</td>
<td>Vice Chancellor</td>
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**Members appointed by the Governor**

<table>
<thead>
<tr>
<th>Member</th>
<th>Position</th>
<th>Term expires</th>
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</thead>
<tbody>
<tr>
<td>Judge Kate O’Bien</td>
<td>Judge, District Court</td>
<td>20 Jun 2009</td>
</tr>
<tr>
<td>Mr Garry Hunt</td>
<td>Consultant</td>
<td>26 May 2007</td>
</tr>
<tr>
<td>Ms Alison Gaines</td>
<td>Deputy Chancellor, Executive Director, Gerard Daniels</td>
<td>11 Jul 2008</td>
</tr>
<tr>
<td>Mr Brian Aitken</td>
<td>Chairman, PFK Chartered Accountants</td>
<td>28 Aug 2008</td>
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**Members elected by the academic staff**

<table>
<thead>
<tr>
<th>Member</th>
<th>Position</th>
<th>Term expires</th>
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</thead>
<tbody>
<tr>
<td>Prof Stuart Bradley</td>
<td>Dean of Engineering Science - DSE</td>
<td>12 Nov 2008</td>
</tr>
<tr>
<td>Prof Nick Costa</td>
<td>Chair in Sustainable Agriculture</td>
<td>23 Oct 2009</td>
</tr>
<tr>
<td>Assoc Prof Jim Macbeth</td>
<td>Associate Professor, Tourism</td>
<td>28 Oct 2007</td>
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</tbody>
</table>

**Member elected by non-academic staff**

<table>
<thead>
<tr>
<th>Member</th>
<th>Position</th>
<th>Term expires</th>
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<tbody>
<tr>
<td>Mr Philip Hocking</td>
<td>Business Manager, DSE</td>
<td>20 Apr 2008</td>
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</table>

**Members elected by and from amongst the students**

<table>
<thead>
<tr>
<th>Member</th>
<th>Position</th>
<th>Term expires</th>
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</thead>
<tbody>
<tr>
<td>Mr Lloyd Johnson</td>
<td>Student representative</td>
<td>31 Dec 2007</td>
</tr>
<tr>
<td>Gerry Georgatos</td>
<td>Student representative</td>
<td>31 Dec 2007</td>
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**Members elected by Convocation**

<table>
<thead>
<tr>
<th>Member</th>
<th>Position</th>
<th>Term expires</th>
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</thead>
<tbody>
<tr>
<td>Ms Janice Bowra</td>
<td>Office of Safety and Quality, Department of Health</td>
<td>31 Dec 2008</td>
</tr>
<tr>
<td>Dr Lyndy Scott</td>
<td>Veterinary Consultant</td>
<td>31 Dec 2009</td>
</tr>
</tbody>
</table>

**Members co-opted by the Senate**

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<thead>
<tr>
<th>Member</th>
<th>Position</th>
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</thead>
<tbody>
<tr>
<td>Mr Tony Iannello</td>
<td>Company Director</td>
<td>24 May 2009</td>
</tr>
<tr>
<td>Ms Shirley McPherson</td>
<td>Chairperson, Indigenous Land Corporation Board</td>
<td>22 Feb 2009</td>
</tr>
</tbody>
</table>

**Secretary to Senate**

<table>
<thead>
<tr>
<th>Member</th>
<th>Position</th>
<th>Term expires</th>
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</thead>
<tbody>
<tr>
<td>Mr Jeremy Rigg</td>
<td>General Counsel &amp; University Secretary</td>
<td>ex-officio</td>
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</table>
RESEARCH QUALITY FRAMEWORK

The Minister for Education, Science and Training, the Hon Julie Bishop MP, announced the membership of the Research Quality Framework (RQF) Reference Committee. Ms Leanne Harvey will chair the Reference Committee which includes representatives from industry, government and the research sector. It will provide advice on pertinent RQF matters during the first cycle of the RQF, including the development of RQF Specifications, the moderation and validation process, the IT requirements and development of an RQF Information Management System, which will support data-gathering and assessment processes. Membership of the Reference Committee is provided below.

<table>
<thead>
<tr>
<th>Name</th>
<th>Organisation</th>
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<tbody>
<tr>
<td><strong>CHAIR</strong></td>
<td></td>
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<tr>
<td>Ms Leanne Harvey</td>
<td>DEST</td>
</tr>
<tr>
<td>Dr Evan Arthur</td>
<td>DEST</td>
</tr>
<tr>
<td><strong>Professor Andrew Glenn</strong></td>
<td>University of Tasmania</td>
</tr>
<tr>
<td>Mr Phil Clark</td>
<td>Business Council of Australia</td>
</tr>
<tr>
<td><strong>Professor David Siddle</strong></td>
<td>University of Queensland</td>
</tr>
<tr>
<td>Dr Campbell Thomson</td>
<td>University of Western Australia</td>
</tr>
<tr>
<td><strong>Professor Andris Stelbovics</strong></td>
<td>Murdoch University</td>
</tr>
<tr>
<td><strong>Professor Tom Cochrane</strong></td>
<td>Queensland University of Technology</td>
</tr>
<tr>
<td><strong>Professor Elizabeth Harman</strong></td>
<td>Victoria University</td>
</tr>
<tr>
<td>Professor Neil Furlong</td>
<td>Royal Melbourne Institute of Technology</td>
</tr>
<tr>
<td>Professor Margaret Sheil</td>
<td>University of Wollongong</td>
</tr>
<tr>
<td>Ms Veronica Arbon</td>
<td>University of Adelaide</td>
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</tbody>
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CONTINUING UNIVERSITY REFORM

The Hon Julie Bishop MP, Minister for Education, Science and Training, has recently indicated that she is strongly of the view that continuing reform is required in the governance and efficiency of the higher education sector.

In her speech to the AFR Higher Education Summit she highlighted governance and workplace reform, adding ‘Governance’ as a “fifth pillar” to the four established by Dr Brendan Nelson in the Backing Australia’s Future package - Sustainability, Quality, Equity and Diversity. It is likely that the sector will be required to comply with new governance protocols and to demonstrate efficient and effective management processes. The text of her speech is attached for information.

AWARDS AND ACHIEVEMENTS

* Wellard Rural Exports has provided $500,000 over the next five years for the establishment of a senior lecturer position in Leadership in Animal Health and Production in the School of Veterinary and Biomedical Sciences. The position aims to help entice more veterinary students into the animal production sector rather than the current trend towards companion animals. Dr David Beatty is the inaugural appointee.
• The School of Pharmacy has been granted Provisional Accreditation for the MPharm course by the New Zealand and Australian Pharmacy Schools Accreditation Committee (NAPSAC) committee of the Council of Pharmacy Registering Authorities. Final accreditation can only be awarded two years after the first graduates have completed. That Provisional Accreditation has been awarded less than two years from commencement is a record for an MPharm course and reflects the quality of the course and the efforts made by staff in getting the course on its feet.

• The State Government has provided a $27,000 PhD scholarship, as part of a $312,000 commitment, to assist marine mammal scientist Holly Smith study the bottlenose dolphins in the South-West of Western Australia. Ms Smith was selected from more than 200 applicants from around the world and will work with two other marine scientists on the South-West Marine Research Program.

• Associate Professor Carol Warren has been appointed by the Minister to the Humanities and Creative Arts Panel of the ARC College of Experts. The College provides strategic advice and plays a key role in the identification of research excellence, in support of the ARC’s role in the advancement of knowledge and enhancement of national innovation. Its members are experts of international standing drawn from the Australian research community: from higher education, industry and public sector research organisations. It is important that Murdoch has representation on National research panels as this enhances Murdoch’s research reputation and associated esteem factors which assist in achieving increased success rates for applications to the ARC. It is also important evidence of esteem and research quality for the RQF.

• Deb Hamblin, Campus Librarian at the Rockingham Campus Community Library has been appointed by the Hon Sheila McHale, Minister for Culture and the Arts, to the Library Board of Western Australia for a four year term from 19 December 2006.

• Professor Pritam Singh will receive funding under Round One of the Australia India Strategic Research Fund (AISRF). The Minister for Education, Science and Training recently announced 17 new projects that that would be supported by the scheme which aims to increase collaboration in science and technology research between Australia and India. Professor Singh’s project, entitled “Synthesis and characterization of doped iron oxide nanoparticles for selective removal of dissolved species from contaminated water / hydrometallurgical process solutions”, is a collaborative venture with the Regional Research Laboratory of the Council of Scientific & Industrial Research, Bhubaneswar, India.

• Professor Jan Thomas and Dr Jennifer Weir formed the Murdoch node of a cross institutional collaboration that was awarded $219,593 by the Carrick Institute for Learning and Teaching in Higher Education under its Priority Projects Program 2007. The project is titled “Developing our staff: An eight university collaboration for mapping and delivery of a shared professional development programme for tertiary educators” and aims to work towards the development of standards in this area.

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**NOTABLE EVENTS**

• The introduction by Murdoch of a one-year postgraduate specialisation in global warming - a national first - has been well received. The course is being offered in response to community concerns about the implications of climate change. It is aimed at practitioners and policymakers to ensure that businesses can develop sustainable strategies and governments can develop appropriate policy. It acknowledges that climate change is going to play a major role for the rest of our lives.

• A partnership between the City of Melville and Murdoch University Equal Opportunity and Social Justice Office was again responsible for hosting the Harmony Week International Film Festival from 19 to 24 March 2007. The Festival attracted a broad range of people on to the campus and further built our links with the local Council.
• Central Student Administration has appointed a First Year Experience Coordinator, Tammy Geddes, who will be responsible for working with the various University stakeholders to assist in ensuring that students have a positive experience of campus life from enrolment through orientation, to the end of their first year. This is one of a series of strategies aimed at enhancing the first year experience to assist in improving student retention and progress rates.

• A small group of academic staff and I met with the recently appointed Chief Scientist for WA, Professor Lyn Beazley, and members of her staff on 20th February 2007. She shared her view of her responsibilities and potential future directions. Professor Beazley was pleased to have the opportunity to speak with the University sector, with Murdoch the first to formally invite her to its campus. Professor Beazley welcomed the opportunity to work closely with Murdoch.

• The Federal Cabinet recently met in Perth and this afforded the opportunity for me and other senior staff to meet with Cabinet members and their advisors.

• The Ambassador of the European Commission to Australia and New Zealand, Bruno Julien, was in Western Australia from 11 to 13 April for his first official visit to the State. During his visit, Ambassador Julien met with the Governor, the Premier and Deputy Premier and business and community leaders. He also met with me at Murdoch and we discussed a range of issues, including our node of the Innovative Universities European Union Centre.

• On 17 April 2007, Alumni, Careers and Employment (ACE) hosted its 4th successful Careers Fair. The interdisciplinary mix that Murdoch students embrace so well was reflected in the mix of employers present. Mining, Engineering, Sciences (Environmental, Conservation Biology, Biotechnology and Biomedical Science), together with Justice, IT, Commerce (Accounting, Marketing and Management) were well represented. Importantly, representatives of companies recruiting into the Eastern States and overseas were present. The Careers Fair was considered by employers, students and alumni as a highly effective means for encouraging student/employer connections and to demystify the employment opportunities that their respective organisations have to offer.

INTERNATIONAL AGREEMENTS

• Memoranda of Understanding (MoU) have recently been made with the following Chinese partners. All contracts are for a period of five years and do not carry automatic renewal. The commencement date for each MoU is indicated. These agreements are with a view to the promotion of international understanding and will be in terms of developing and promotion of research, training, seminars, exchange of staff, academic meetings. Specific collaborative projects will be the subject of individual contracts.
  • Anshan Administration Institute, commenced 27 November 2006;
  • North East Normal University, commenced 25 November 2006;
  • Liaocheng University, commenced 24 November 2006; and
  • Jinan University, commenced 27 November 2006.

The Australian community has high expectations of the university sector in this country. It is expected to provide students with a quality education -

• One that will equip them with the skills necessary for the jobs and workplaces of the 21st century.
• Skills that employers acknowledge and are relevant and valuable.

Universities are expected to create new knowledge that will underpin Australian innovation and global competitiveness.

Universities should be accessible to eligible students whatever their background. They should be accountable to the taxpayers who sustain them, and transparent in their operations.

And universities are expected to foster economic growth.

The second Inter-generational report released by the Treasurer this week reaffirms the pivotal importance of education in an individual’s participation in the workforce, which in turn is a determinant of the nation’s future economic productivity and growth.

The Australian Government higher education policy agenda has been based on the four pillars of quality, sustainability, equity and diversity.

There are some great stories to tell under each pillar. There are some disappointments. But there is certainly a need for more reform.

And there are plenty of opportunities for greater achievements by our higher education sector. With regard to quality, the reputation of our higher education sector can be evidenced by the record numbers of foreign students studying at our educational institutions.

Education services has grown on the back of this reputation to now be our 4th biggest export, providing more than $10bn to our economy each year.

Neither the sector nor the Australian Government take this for granted.

Considerable effort is devoted to upholding the highest standards and quality.

On the domestic front, for example, the Australian Universities Quality Agency’s greater focus on outcomes in its second round audit cycle will further assist the promotion of quality.

On the international front, the Education Services for Overseas Students Act is a world leading legislative framework to protect student rights and ensure they get what they pay for.

With regard to sustainability, there are two major reforms of the higher education sector which will continue to impact on the sector in coming years – Backing Australia’s Future and Backing Australia’s Ability.

These reforms are just past their mid point – as they are 10 year action plans. The Government’s Backing Australia’s Future reforms are building a sustainable sector that will see it $11 billion better off over the decade to 2011.

Backing Australia’s Ability is an $8.3 billion, 10 year science and innovation program from 2001 to 2011.

Through these reforms and subsequent announcements, the Australian Government is providing around 50,000 additional Commonwealth supported places by 2011.

Over the period 1996 to 2007, the Australian Government has invested around $76 billion in the higher education sector.

This year alone, the Australian Government is providing $8.2 billion to the sector, a real increase of 26% since 1995.
The sector now has net assets of $25.7 billion and $13.9 billion in annual revenue.
Our universities record surpluses, no longer deficits.
By any measure the sector is in a strong financial position than at any other time in recent history.
With regard to equity, there are record numbers of students at Australian universities. 
The numbers of eligible students seeking, but unable, to get a university place is now negligible by historical standards.
Some universities are having difficulty filling places, some are returning places for reallocation to areas of higher demand.
The ‘more places, more places’ mantra is now but a memory of the early 1990s.
Offers to school leavers were up 5.6% nationally this year with 91.4% of all school leavers who applied for a university place receiving an offer.
Our student contribution scheme has enabled record numbers to access university with no upfront fees, and interest free loans that are income contingent, making it one of the most equitable schemes in the world.
OECD data shows that Australia’s public support for students in tertiary education through allowances and loans amounts to 0.4% of GDP, well above the OECD average of 0.25% of GDP.
As to diversity, universities must continue to pursue excellence through diversity, otherwise their fate will be mediocrity.
Universities must move away from the ‘one-size-fits-all’ model of the 1980s and 1990s.
I will continue to support universities pursuing excellence through diversity wherever and however that is found.
That is why we have invested $36 million in the CASR fund from 2005-07. 
$134 million in the WPP.
$250 million in the learning and teaching performance fund and
Added an additional $95.5 million in the capital development pool fund in last year’s Budget.
The quest for diversity underpins my support for the Research Quality Framework which I want to see drive quality and diversity in the sector.
We are providing $42 million to the sector for the cost of setup and trials.
More than ever, we operate in a highly contestable, global marketplace – a marketplace not just for students but for academics and researchers.
Our well-earned international reputation for the quality of our education will be maintained if our universities are responsive and flexible in meeting new challenges, including greater demands from students and employers.
They must be efficient and fleet of foot.
That is why we need a focus on a fifth pillar of higher education policy – good governance and efficiency.
The Government is committed to less red tape, less regulation and greater flexibility for our universities – in financial administration, in business management and in workplace arrangements that are suited to 21st century work practices.
At the OECD forum on the future of higher education last year, fellow education ministers highlighted six factors as the principal components of good public governance: accountability, transparency, efficiency and effectiveness, responsiveness and forward vision.
The Business and Industry Advisory Committee to the OECD in a separate statement to last year’s OECD forum said that “Good governance should serve as the parameters for good management of academic institutions. Just as mismanaged companies cannot flourish, higher education institutions cannot fully meet the needs of their stakeholders if they are mismanaged.” The need for improved governance and better management of universities is obvious. Universities have a responsibility to demonstrate to taxpayers that they are efficient and well governed. Without strong governance, how can those funding them – the taxpayers and students, businesses, philanthropists and alumni – have confidence that their funds are being put to good use?

The sector needs to continue its governance reforms so that taxpayers can be assured that the institutions - in which they are effectively shareholders - are being run efficiently.

Current arrangements – the legacy of the 1974 Whitlam reforms, cause more red tape and inefficiency than anyone in the sector is prepared to admit.

The Commonwealth took over from the States all funding responsibility but the States retained the powers of establishing universities, accreditation and audit, and the States impose an endless list of reporting requirements including information on operations, finances, superannuation liabilities, detailed budgets, performance indicators, risk management, OH&S, and management of commercial ventures, to name a few.

Let me put a scenario to you.

The NSW Government appoints its own nominees to a university senate, vetoes nominees that are not in accordance with its political bias, takes from the university $4.5 million more in payroll tax than it invests, subjects the university to compliance with at least two dozen State Government Acts, has its auditor carry out audits of the Commonwealth funding which comprises 68% of operating revenue, and then refuses to match Commonwealth funds for the construction of a medical school at the university to train doctors to be employed by the NSW Government in rural NSW, even though it had committed to the arrangement at a COAG meeting last year.

Is it fair and reasonable for the University of New England or any other university to be subjected to this?

Until this historical anomaly with the States is rectified, universities will continue to be subjected to unnecessary red tape and unacceptable levels of regulation from State Governments, which profit at the expense of universities to the tune of $150 million each year in payroll tax alone. In my address to the National Conference on University Governance last October, I indicated that there was still a lot of work to be done to improve governance in the higher education sector.

Since then I have written to state and territory Ministers identifying the areas where I consider that the National Governance Protocols should be strengthened, including:

- Reducing the size of governing bodies from 22 to 14 members;
- Limiting the terms of members to 12 years;
- Requiring governing bodies to adopt a range of best practice approaches, including strengthening fiduciary responsibilities of members.

There is nothing to stop universities from embracing these changes now, and some universities are doing so, but it is certainly not uniformly the case.

Many of the new generation of Chancellors have told me they are ready to embrace more sweeping governance reforms.

Smaller, more dynamic governing bodies with more appropriate expertise would make a significant difference to the decision making ability of universities.
Members of Senates appointed for their business or financial expertise tell me of their frustration at sitting through lengthy meetings with 20 or more members endlessly debating minutiae with no decisions being taken, let alone strategic decisions.

Universities not only need to be well governed – their administration must be efficient and observe best practice.

At last month’s annual conference of the Australian Higher Education Industrial Association I suggested that streamlining administrative processes, improving financial planning and implementing more efficient procurement practices could potentially produce significant cost savings which could be directed back to the core functions of universities – research and teaching.

I was surprised to learn that some universities lack basic business practices, for example not having a contracts or procurement register and not being able to tell to whom or where their money is being spent on a whole range of services.

In the first round of the Workplace Productivity Programme in 2006, I approved $60 million in project funds to achieve these types of business improvements.

Universities made nearly 100 submissions for funds to increase the efficiency of their operations – many were targeted at strengthening leadership and governance performance, reforming human resource practices, deploying new technologies, and sharing resources between universities.

And while I welcome the enthusiastic support for the program, the individual applications revealed a disturbing lack of action in what should be considered fundamental areas of operations.

One of those projects is assessing procurement practices at 30 universities, and given the feedback I have received from a number of auditors and consultants who have looked at procurement practices, I am surprised this work has not been undertaken by universities before. For example, consultants working with one university have ‘found’ $35 million that is being ‘wasted’ through poor practices and processes.

There are many examples of dozens of people being employed to reconcile invoices from across the university because of a failure to put in place coordinated and coherent purchasing policies.

Following an efficiency audit, one university found that its practice of transferring non-performing administration staff into its asset management team had resulted in that team growing to 250 people. As a result of the audit the university has reduced that to 50, but admitted this was still far in excess of needs.

Some estimates of non-salary savings across the sector as a result of more efficient practices are in the order of $450 million.

These sorts of savings should be redirected to ensuring that universities can attract and retain the best academics and researchers, after all our institutions are judged on the quality of the education they offer.

I have called for applications for round two of the Workplace Productivity Programme with a further $74 million available this year.

Essentially, the Australian Government is funding universities to change age-old practices that simply cannot be sustained in a highly competitive global market.

I have announced the first two tranches of the review of the Higher Education Support Act – cluster funding and pipeline arrangements.

Further elements of the review will be announced this year.
In making the case for more funding, our universities need to ensure that governance arrangements are further improved and that universities can assure their stakeholders that the significant investments that are being made are being utilised effectively - through efficient business practices.

In return for the greater confidence that this will bring, longer-term funding arrangements for example can be considered, which may provide the sector with more certainty and flexibility in terms of places and costs.

Australia deserves a diverse and dynamic higher education sector – ours could be the envy of the world.

With confidence in the effective management of our universities, business, governments, students and alumni will continue to invest in the future of the Australian higher education sector.

And I would like nothing better than a robust, well managed and self regulated higher education sector where universities did not need to turn to government to determine the parameters of their operations – set their directions, influence their workplace arrangements, dictate their board size, and point out that if you want a decision-making body you must put decision makers on it.

If universities commit to the five pillars of quality, sustainability, equity, diversity and good governance and efficiency, they will be world class players in the global education market.
Please find enclosed in your Senate pack, a colour brochure entitled

_Strategic Plan 2007-2010 Draft Copy._
**Company Directorships – April 2007**

### Murdoch Inv. Co Pty. Ltd (100%)
Incorporated: 23 June 2003

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### Murdoch Retirement Services Pty Ltd (100%)
Incorporated: 2/11/1999

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### Murdoch Ventures Pty Ltd (100%)
Incorporated: 24/12/2003

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### Australian Chiropractic Ltd (100%)
Incorporated: 24/12/2003

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### Murdoch Link Pty Ltd (100%)
Incorporated: 17/12/2003

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**University Investment Co Pty Ltd**

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### MS-Biotechnology P/L (57%)
Incorporated: 5/7/2000

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<td>Gregory Soudure</td>
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<td>John Yovich</td>
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**These dormant companies are scheduled for dissolution by Q2 2007 subject to fullisation of all tax, accounting, or legal issues.**
1. **Interpretation**

   (1) In this Statute, unless the context otherwise requires--
   'Guild' means the Guild of Students established in accordance with section 20 of the Act;
   'Guild Regulation' means a regulation made by the Guild under the authority of and in accordance with section 6;
   'Guild Rule' means a rule made by the Guild under the authority of section 7;
   'Member' means a member of the Guild;
   'Secretariat - Student Executive' means the Secretariat - Student Executive of the Guild referred to in section 7;
   'Absolute Majority' means a majority of all the members of the Secretariat - Student Executive for the time being holding office;
   'Student Society' means any club, society or association within or connected with the University which is affiliated with the Guild;
   'Associate of the Guild' means a person other than a member admitted to associateship under the authority of section 3(m).
   'General Meeting' means any general meeting of members held under the authority of section 8 at which all members may vote.
   'Referendum' means any ballot on any subject held by the Guild under the authority of and in accordance with section 8.

2. **Objects**

   (1) The objects of the Guild shall be, either alone or in association with any other organisation within the University--

   (a) to represent its members, to further the common interests of its members, and to co-ordinate joint activities of its members, and other members of the University; and

   (b) such other objects as the Guild may by Guild Regulation from time to time adopt.
The Guild shall be the recognised means of communication between the student body and the Senate.

3. Powers

Subject to the Act, and the Statutes and By-laws of the University, the Guild shall have the power--

(a) to purchase, take on lease or in exchange, hire or otherwise acquire any real or personal property and to sell, let, mortgage, or otherwise dispose of it;
(b) to borrow, raise or secure payment of any money for any of the objects of the Guild from time to time and in particular by mortgaging or charging the property of the Guild or any part thereof;
(c) to engage and dismiss employees;
(d) to expend and invest moneys;
(e) to operate bank accounts;
(f) to transact such financial business as may be necessary for the purpose of carrying out the objects of the Guild;
(g) to affiliate with any university association or any other association of students;
(h) to co-ordinate the activities of Student Societies;
(i) to provide for representation of the Guild and its members in cultural, sporting and social activities;
(j) to make provision for the control and management of any buildings from time to time occupied by the Guild and for regulating the conduct of any person using such buildings or parts thereof;
(k) to hold licences under any legislation, including the Liquor Act 1970, for the time being in force;
(l) to impose fines or penalties, including suspension or withdrawal of privileges, upon members and on Student Societies for breach of the provisions of this Statute or of a Guild Regulation or a Guild Rule, but the limits of the fines or other penalties which may be imposed and all necessary procedures shall be prescribed by Guild Regulation;
(m) to admit to associateship persons other than members in the manner prescribed by Guild Regulation;
(n) generally, to act in all other matters authorised by this Statute or which are necessary or convenient for giving effect to this Statute.
4. Membership

(1) Subject to the provisions of the Act and the following provisions of this section, all students shall be eligible to be members of the Guild. Guild Regulations may make provision for associate membership for non-students.

(2) Every student is automatically a member of the Guild unless he or she elects, at the time of enrolment, not to be a member, or subsequently resigns. The Guild represents all students of Murdoch University. Any student may elect to become a member of the Guild upon payment of the Amenities and Services Fee. Any student who is a member of the Guild can subsequently resign.

(3) The University must not act in a way that may dissuade or discourage a student, or person seeking enrolment as a student, from being or becoming a member of the Guild.

(4) A person shall cease to be a member of the Guild when he or she ceases to be a student or resigns as a member.

(5) Except as provided in this Statute the terms and conditions of membership of the Guild shall be prescribed by Guild Regulation.

(6) Students who are not members of the Guild are not eligible to vote in Guild elections or to hold an elective office of the Guild.

5. Seal

(1) The official seal of the Guild shall be in the following form--

(2) The Secretariat Student Executive shall provide for the safe custody of the official seal of the Guild which shall never be used except with the authority of a resolution of the Secretariat Student Executive and then in the presence of the President of the Guild who shall sign every instrument to which the seal is affixed, and every such instrument shall be countersigned by the Honorary Secretary of the Guild or by some other person appointed by the Secretariat Student Executive for the purpose.

6. Guild Regulations

(1) The Guild may, in the manner described in subsection (2) of this section, but subject in every case to the provisions of subsection (3) of this section, make, alter and repeal regulations--
(a) to provide for the internal administration, organisation, finances and records of the Guild;

(b) to enable clubs, societies or associations within or connected with the University to become affiliated with the Guild as Student Societies, and to prescribe the conditions and any fees for such affiliation, and for the administration and finances of Student Societies;

(c) to provide for the payment of subscriptions and fees, and refunds;

(d) to provide for the allocation and distribution of Guild funds for the activities of the Guild and for Student Societies;

(e) to provide for the election of the President and other members of the Secretariat Student Executive and matters relating to the office of President and membership of the Secretariat Student Executive;

(f) to prescribe the rights, privileges and obligations of Associates of the Guild;

(g) to provide for General Meetings of Members and procedures therefor, including attendance, quorum and voting, and for Referenda and procedures therefor;

(h) to provide for meetings of the Secretariat Student Executive and its committees and procedures therefor;

(i) to establish subsidiary councils of the Guild and procedures therefor;

(j) to provide for the interpretation of regulations and rules of the Guild and for appeal against any interpretation;

(k) to provide for any matters incidental to any of the abovementioned matters and any of the matters required by this Statute to be prescribed or to be dealt with by Guild Regulation.

(2) The power to make, alter and repeal any regulation or regulations under this Statute shall be exercised in the following manner—

(a) a resolution to make, alter or repeal any regulation or regulations shall in the first instance be passed by an Absolute Majority of the Secretariat Student Executive or by a General Meeting;

(b) in the case of a resolution passed in the first instance by an Absolute Majority of the Secretariat Student Executive, 

(i) the resolution shall be published on the official Guild notice boards and in the Guild newspaper or
any other publication generally circulated among the students produced under authority of the Guild with notice being given to members that they are entitled to have the resolution considered at a General Meeting if notice requesting a General Meeting is given to the President of the Guild signed by not less than twenty-five members whose numbers are not less than fifty percent of the number of members required to reach quorum for a General Meeting within ten teaching days after the resolution is first published;

(ii) except as provided in sub-paragraph (iv) of this paragraph, if no notice requesting a General Meeting is given, the resolution is deemed to be confirmed after the expiration of ten teaching days as specified in sub-paragraph (i) above;

(iii) if notice is so given to the President of the Guild within the period of ten teaching days specified in sub-paragraph (i) above, the resolution shall be considered at the next General Meeting or the Secretariat Student Executive may convene a special General Meeting for the purpose. The resolution shall be confirmed if it is passed by a majority of the members present at the General Meeting. If no quorum is present at a General Meeting called to debate a proposed regulation or alteration or repeal of a regulation, the General Meeting shall lapse and the proposed regulation or alteration or repeal of the regulation shall be deemed to be confirmed;

(iv) any proposed regulation or regulations or resolution for the alteration or repeal of a regulation or regulations providing for the payment of subscriptions, fees and refunds or for the allocation and distribution of Guild funds shall only be confirmed if it is passed by a majority of members present at a General Meeting.

(c) any resolution of a General Meeting to make, alter or repeal a regulation or regulations shall be considered at the next meeting of the Secretariat Student Executive and shall be confirmed if it is passed by an Absolute Majority. If the Secretariat Student Executive fails to pass any such resolution by an Absolute Majority then it shall be referred to a further General Meeting or at the discretion of the Secretariat Student Executive to a Referendum, to be held not later than 21 teaching days after such meeting of the Secretariat Student Executive, and if the resolution is approved at such General Meeting or Referendum then it
shall be deemed confirmed.

(3) (a) Any resolution made in relation to any regulation or regulations in accordance with sub-section (2) of this section shall be forwarded to the Secretary of the University and a receipt therefor shall be signed by the Secretary of the University, or on his or her behalf.

(b) the Secretary of the University shall submit the regulation or regulations to the Senate for its consideration at its next regular meeting or at a special meeting convened for the purpose.

(c) The Senate may allow or disallow any regulation so submitted to it in whole or part, but if any regulation is not disallowed within a period of three months after the first meeting of Senate to which it is submitted for its consideration, it shall be deemed to have been allowed at the expiration of that period.

(d) A regulation shall take effect as from the date specified in the regulation or the date on which it is allowed by the Senate, whichever is the later.

(e) A regulation shall be published in the manner prescribed by Guild Regulation.

7. **Guild Secretariat Student Executive**

(1) The Guild shall be administered by a **Secretariat Student Executive** comprising--

(a) the President of the Guild;

(b) eight members (in this section referred to as the 'Guild Members of the Secretariat'), and the Education Vice-President of the Guild;

(c) not more than ten representatives members as described in sub-section (4) of this section (in this section referred to as the 'Representative Members') no person shall hold office as the President of the Guild or as a member of the Secretariat unless that person is a member, four general student representatives (referred to as the 'General Members'); and

(d) eight subsidiary council representatives as described in sub-section (4) of this section (referred to as the 'Representative Members').

(2) The President of the Guild and the General Members of the **Secretariat Student Executive** shall be elected annually and, subject to this section, in the manner prescribed by Guild Regulation. The Guild may, by Guild Regulation, provide for the filling of any casual vacancy on the **Secretariat Student Executive**.
Executive provided that if any ballot is conducted to fill such a vacancy it shall be held in accordance with the provisions of sub-section (3) of this section.

(3) Any member may vote at any election for the office of the President of the Guild or the office of a Guild Member of the Secretariat, Education Vice-President or the office of a General Member of the Student Executive. Elections shall be conducted in accordance with Guild Election Regulations.

(4) The Guild may by Guild Regulation provide for the nomination of not more than eight persons as representative members who shall be elected officers or representatives of subsidiary councils of the Guild or of Student Societies.

(5) The Guild may by Guild Regulation increase the maximum number of members of the Secretariat except that the number of Guild Members of the Secretariat (excluding the President of the Guild) shall be at least equal to the number of representative members.

(6) The Secretariat Student Executive shall appoint one of their number to be the Honorary Secretary of the Guild and another of their number to be the Honorary Treasurer of the Guild.

(7) The Secretariat shall cause accurate minutes to be made of all General Meetings and forums of the Guild and meetings of the Secretariat, and the result of every election and Referendum. All duly confirmed minutes shall be deemed correct until the contrary is proved.

(8) The procedures for meetings of the Secretariat Student Executive shall be prescribed by Guild Regulation.

(9) The powers and obligations of the President of the Guild, Education Vice-President, General Members of the Secretariat Student Executive and the Representative Members shall be prescribed by Guild Regulation.

(10) Subject to this Statute and regulations made hereunder the Secretariat Student Executive shall have the entire control and management of the affairs and concerns of the Guild and shall act in all matters concerning the Guild in such a manner as appears to it to be best calculated to promote interests of its members.

(11) Resolutions passed at any General Meeting other than any resolutions to make, alter or repeal a regulation or regulations shall be in the form of a direction to the Secretariat Student Executive. The Secretariat Student Executive shall act in accordance with any direction of a General Meeting except that where, at its next meeting, the Secretariat Student Executive resolves by Absolute Majority that a particular direction is not best calculated to promote the interests of the members, the
direction involved shall be referred to a further General Meeting or at the discretion of the **Secretariat Student Executive**, to a Referendum, to be held not later than 21 teaching days after such meeting of the **Secretariat Student Executive**, and if the direction is approved at such General Meeting or Referendum then the **Secretariat Student Executive** shall act in accordance with it.

(12) The **Secretariat Student Executive** may in the manner prescribed by Guild Regulations make, alter or repeal rules governing activities associated with the Guild but only when the power to do so is specified in Guild Regulations and then only to the extent specified.

8. General Meetings and Referenda

(1) A General Meeting may debate any issue of concern to the membership of the Guild.

(2) At a General Meeting each member present in person shall have one vote on any proposal put to the vote.

(3) A Referendum shall determine Guild policy on the issues submitted to the Referendum. The result of a Referendum shall bind the **Secretariat Student Executive**.

(4) Proceedings at a General Meeting and the manner in which a Referendum shall be conducted shall be described by Guild Regulation.

9. Property and Finance

(1) All property of the Guild and its subsidiary councils and all property of Student Societies (other than student societies which are incorporated bodies) shall be vested in the Guild.

(2) Where the **Secretariat Student Executive** determines to enter into any financial commitment for an amount which exceeds the current liquid assets of the Guild, or which it is unable to service adequately from current or future income, the **Secretariat Student Executive** shall consult with Senate before proceeding.

(3) No action taken by the Guild or the **Secretariat Student Executive** in the exercise of any of its powers or authorities conferred by this Statute shall impose any legal obligation upon the University or the Senate.

(4) The **Secretariat Student Executive** shall make provision for the keeping of proper books of account in connection with all the financial transactions of the Guild.

(5) The **Secretariat Student Executive** shall make provision for the auditing of the Guild’s books of accounts at least once a year. Guild Regulations shall prescribe when the auditing of the
Guild’s books of accounts shall take place and by whom.

(6) A copy of the audited balance sheet and statement of income and expenditure of the Guild shall be transmitted to the Senate each year as soon as practicable after it has been adopted by the Guild, but in any event not later than four months after the conclusion of the Guild’s financial year.

(7) A copy of the audited balance sheet and statement of income and expenditure of the Guild shall be published each year in the Guild newspaper and any other suitable Guild publication and made available to members of the Guild as soon as practicable after it has been adopted by the Guild, but in any event not later than four months after the conclusion of the Guild’s financial year.

10. Records

(1) A copy of this Statute and any amendments and a copy of all Guild Regulations and Guild Rules made under this Statute and any amendments shall be recorded in a Guild Statute Book.

(2) An entry in the Guild Statute Book of any Guild Regulations made under this Statute and any alteration to a Guild Regulation, signed by the administrative secretary of the Guild and the President of the Guild shall be prima facie evidence that the subject matter of the entry was duly approved by the Senate.

(3) An entry in the Guild Statute Book of any Guild Rule made under this Statute or any alteration of a Guild Rule, signed by the President of the Guild, shall be prima facie evidence that the subject matter of the entry was duly approved by the Guild.

11. Repeal and Transitional Provision

(1) This Statute shall come into operation on the day it is published in the Government Gazette and thereupon the existing No. 17 is hereby repealed.

(2) All regulations, by-laws and rules made under authority of the existing No. 17 prior to the date of publication of this Statute in the Government Gazette shall be deemed to have been made under the authority of this Statute and (except where inconsistent with this Statute) shall continue in force until altered or repealed in accordance with this Statute.
Date of meeting: Wednesday, 21/02/2007

Present:

- Mr Terry Budge (Chair)
- Prof. John Yovich (Vice Chancellor)
- Mr Brian Aitken
- Prof. Stuart Bradley
- Prof. Nick Costa
- Ms Alison Gaines
- Mr Gerry Georgatos
- Mr Philip Hocking
- Prof. John Yovich
- Mr Brian Aitken
- Prof. Stuart Bradley
- Prof. Nick Costa
- Ms Alison Gaines
- Mr Gerry Georgatos
- Mr Philip Hocking

Secretary: Mr Jeremy Rigg

Observers:

- Mr Ian Callahan (DVC – Corporate)
- Prof. Gary Martin (DVC – Strategy)
- Prof. Andris Stelbovics (DVC – Research)
- Prof. Jan Thomas (DVC – Academic)
- Prof. Michael Borowitzka (President, Academic Council)
- Prof. Arnold Depickere
- Mr Andrew Burchfield
- Ms Janice Dudley
- Ms Julie Keene
- Mr John Le Cras
- Mr John Pike
- Ms Samantha Summerton

Apologies: Ms Janice Bowra, Ms Shirley McPherson

Meeting commenced at: 4:35 pm

1. MEMBERSHIP

Senate welcomed both Dr Lyndy Scott and Mr Lloyd Johnson to their first Senate meeting.

There are currently three vacant positions for lay Senate members on Senate that need to be filled. The Governance & Nominations Committee is in the process of addressing both these vacancies and the subsequent vacancies on Senate Committees, and will update Senate in due course.

2. APOLOGIES

Mrs Janice Bowra, Ms Shirley McPherson.

3. DECLARATIONS OF INTEREST (MURDOCH UNIVERSITY ACT s17A)

Mr Tony Iannello advised Senate that he was on the board of directors of HBF, noting the reference in the agenda papers to the Chiropractic clinic being registered with HBF.
4. **2006 ANNUAL FINANCIAL STATEMENTS OF THE UNIVERSITY**

The DVC (Corporate) Mr Ian Callahan and the Director, Finance Ms Julie Keene spoke briefly to Senate to highlight major items from the financial statements. Key points from their discussion included:

- The revaluation of the University’s assets has resulted in a significant impact on the balance sheet, at an increase of approximately $180m.
- The sale of the land at Forrestdale settled on Monday 19/02/2006. Due to revaluation, this is reflected more in the balance sheet than the profit and loss statement.
- The University has for the first time recognised annual leave accrual for academics. This has resulted in $1.8m of annual leave accrual.
- There was a surplus of $6.6m in 2006; a little higher than expected and the University remains finely balanced going forward.
- Accounts are currently under audit by the Office of the Auditor General. As at today, there have been no significant issues flagged. The audit work is expected to be finished by 23/02/2007.

The Chair moved to approve the financial statements, subject to the Office of the Auditor General finalising their report.

**Resolved:** That, subject to the Office of the Auditor General finalising their audit report, Senate:

(i) approve the financial statements for the year ended 31 December 2006;

(ii) authorise the Chancellor, Vice Chancellor and Chief Finance Officer to sign the Certification of Financial Statements; and

(iii) authorise the Chancellor to sign the Report by the Members of the Senate.

Secretary’s note: this resolution was brought forward from item 14 of the Agenda, Resources Committee.

5. **2006 ANNUAL REPORT FOR THE UNIVERSITY**

The DVC (Corporate), Mr Ian Callahan and the Director, Public Relations & Brand Marketing, Mr John LeCras spoke to this report.

In previous years, the content of the Annual Report has not been tabled at Senate. However, implementation of the new branding has seen a significant change in the report’s presentation. The Annual Report has been seen as an opportunity to assist with the launch of the new branding strategy.

The same processes have been followed for gathering content for the report, with the only change being in the visual format, and the enhanced use of imagery. The report no longer contains separate reports from each Deputy Vice-Chancellor, but this information has been combined in a “Year in Review” section to highlight University-wide achievements.

Senate congratulated Mr LeCras upon the excellent presentation of the document. The Vice Chancellor closed the report requesting Senate members forward any positive outcome or University achievement stories to Mr LeCras for inclusion in other marketing based documents.
6. **AUDIT & RISK MANAGEMENT COMMITTEE ANNUAL REPORT**

The Chair of the Audit & Risk Management Committee, Her Honour Judge Kate O’Brien spoke to Senate. Key points from the report are as follows:

- The Committee has complied with its KPIs and is operating efficiently. The culture of risk management around the University has increased significantly with great compliance and ready acceptance of internal audit from management and staff. This has been exemplified by the number of ad hoc requests for advice.
- The Committee is acknowledged as being compliant with ‘Best Practice Group’ benchmarks as set by the ANAO.
- Of the 80 internal audit recommendations made, only 7 remained outstanding at the end of 2006 and these were actioned over the Christmas break.
- The Chair would like to recognise the excellent work of Sir William Heseltine in his role as Chair of the ARMC from 2003 to his retirement from Senate in 2005.
- The Office of Auditor General has increased its audit fee from $116,000 to $162,200, an increase of almost 40%. The increase was foreshadowed during 2006 but there has been no effective consultation on the size of the increase or its implementation.

Senate expressed concern at the size of fee increase and the lack of effective consultation in relation to imposing those fees on the University.

Senate noted the ARMC Annual report and resolved as follows:

**Resolved:** Senate to express its concern at the size of increase in the level of the audit fees for 2006 and the lack of consultation from the Office of the Auditor General, in imposing those fees on the University.

7. **VICE CHANCELLOR’S REPORT**

The Vice Chancellor spoke to his written report, highlighting the following items:

- The ‘Discoverers Welcome’ brand launch is imminent, and will also include a revamp of the University’s web page.
- The sale of Forrestdale property progressed smoothly thanks to the excellent work of the DVC (Corporate) Mr Ian Callahan and Director, Corporate Services Mr Craig Spence. The newly established Investment Sub-committee of Resources Committee will consider recommendations for investment of the sale proceeds.
- The Agriculture Department move continues to progress, with work being done to finalise the location of the site.
- The University has been awarded $3.33m from the Learning and Teaching Performance Fund. In addition, $1.5m has been received from the Capital Development Pool to fund construction at the Peel Campus.
- Associate Professor Lorraine Marshall and her team received a Carrick Award in the Flexible Learning and Teaching category for their development of the ‘Quick Skills modules’.
- The Chiropractic Clinic has achieved registered HBF provider status, which is an excellent reflection on the clinic’s staff and students.
- Dr Rowan Strong has been elected as a Fellow to the Royal Historical Society.
Senate resolved to formally express congratulations to both Associate Professor Lorraine Marshall and Dr Rowan Strong on their achievements. The VC also gave a short presentation to Senate, with key highlights including:

- 2006 has seen the highest levels of student load in the University’s history. In addition there has been a considerable improvement in graduate employment outcomes with the University moving from 6.8% below the State average in 2004 to only 1.7% below in 2005.
- Murdoch has received a record $35m in research funding for 2006, and ranks 8th in per FTE research funding (and is the highest ranked University without a medical school).
- Growth in non-Commonwealth Grant Scheme has continued. It is also of note that the University community has demonstrated an excellent cost containment culture, which has greatly assisted in managing to maintain a surplus.

At the end of his presentation, the VC opened a discussion on the possibility of the construction of a function centre at the South Street Campus. Senate members recognised the need for such a facility. The concept will receive further consideration through capital planning and Senate committee processes.

**Resolved:** The Chancellor, on behalf of Senate, to send letters of congratulations to both Associate Professor Lorraine Marshall and Dr Rowan Strong on their recent achievements.

8. **SENATE RETREAT**

Senate noted the draft agenda for the retreat.

The Chancellor informed the Senate that a folder of background material and the finalised agenda for the Senate Retreat will be distributed in the week commencing 26/02/2006, and that the Saturday Retreat workshop sessions will be facilitated by Maurice Argento from Mainsheet.

Members of Senate were also asked to ensure that they complete and return the Self-Assessment Questionnaires that have been distributed.

9. **RATIFICATION OF STATUTE AMENDMENTS**

Senate resolved, by unanimous vote of the members present, as follows:

**Resolved:** To ratify the amendments to Statute 5 – Academic Council in the terms attached (changes marked up)

**Resolved:** To ratify the amendments to Statute 17 – Guild of Students in the terms attached (changes marked up)

**Note:** In accordance with section 25 of the Murdoch University Act, an absolute majority of Senate must ratify the amendment.

10. **CONFIRMATION OF PREVIOUS MINUTES**

10.1 Subject to correction of some minor typographical errors, Senate confirmed the minutes of the meeting held on 29/11/2006.

10.2 Senate noted the report of action on resolutions passed at the previous meeting.

11. **ACADEMIC COUNCIL**

Senate noted the minutes of the meeting of the Academic Council held on 31/01/2007. There were no recommendations requiring a Senate resolution.
12. **AUDIT AND RISK MANAGEMENT COMMITTEE**
   Senate noted the minutes of the Audit and Risk Management Committee meeting held on 06/02/2007. There are no recommendations to Senate.

13. **ENVIRONMENTAL COMMITTEE**
   Senate noted the minutes of the Environmental Committee meeting held on 08/02/2007. There were no recommendations to Senate.

14. **RESOURCES COMMITTEE**
   Senate noted the minutes of the Resources Committee meeting held on 14/02/2007. Senate resolved as follows:

   **Resolved:**
   - *S/05/2007* To approve the performance indicators for the year ended 31 December 2006; and
   - *S/06/2007* To authorise the Chancellor and Vice Chancellor to sign the Certificate of Performance Indicators for 2006 for inclusion in the 2006 annual report.
   - *S/07/2007* To authorise the Chancellor and Vice Chancellor to sign the Statement of Compliance.

   **Resolved:**
   - *S/05/2007* To approve the attached write-off debt, as at 31/12/2006
   - *S/06/2007* To approve the attached write-off debt for the Veterinary Hospital, as at 31/12/2006
   - *S/07/2007* To approve the attached payments for the period 29/10/2006 to 01/12/2006.

15. **OFFICIAL SEAL**
   Senate noted the report provided in accordance with resolution S/54/2004.

16. **SENATE MEETING DATES 2007**
   The Chancellor informed Senate that the April Senate meeting will no longer be held at the Rockingham Campus and will be held at the South Street Senate Suite.

   Meeting concluded at: 6:37pm

   Signed as a true record of the meeting of the Senate held on 21/02/2007

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**Mr Terry Budge - Chair**

Dated:
Effectivedate: 19/03/2007

Result: In accordance with Senate Standing Order 3.9.5, an absolute majority of members of the committee voted in favour of the resolution below.

Members eligible to vote:
- Mr Terry Budge (Chair)
- Prof. John Yovich (Vice Chancellor)
- Mr Brian Aitken
- Ms Janice Bowra
- Prof. Stuart Bradley
- Prof. Nick Costa
- Ms Alison Gaines
- Mr Gerry Georgatos
- Mr Philip Hocking

Abstentions: Mr Gerry Georgatos

Secretary: Jeremy Rigg

1. DECLARATIONS OF INTEREST (SENATE STANDING ORDERS CLAUSE 4.2)
   Mr Gerry Georgatos declared an interest as Guild Manager and abstained from voting.

2. AMENDMENT TO POSTGRADUATE COURSEWORK REGULATIONS - ADMISSION INTO MASTERS
   Legislation Committee resolved by way of circular resolution (LC/01/2007), and on recommendation of Academic Council (AC/21/2007), to recommend to Senate the attached amendments to the Postgraduate Coursework Regulations.

   Resolved: To approve the amendments to the Postgraduate Coursework Regulations in terms marked up.

3. AMENDMENTS TO GUILD OF STUDENTS LEGISLATION
   Legislation Committee resolved by way of circular resolution (LC/02(i)-(iii)/2007), following a resolution of the Guild of Students, to recommend to Senate the attached amendments to Statute 17 – Guild of Students, the Guild Regulations and the Guild Election Regulations.

   Resolved: To approve the amendments to:
   (i) Statute 17, Guild of Students (attached)
   (ii) the Guild Regulations (attached)
   (iii) the Guild Election Regulations (attached)
   in the terms marked up.
<table>
<thead>
<tr>
<th>Proposed amendment: (all changes to be shown in mark-up)</th>
<th>28</th>
<th>Subject to meeting the requirements of Clause 26.1 to be eligible for admission into a Masters by Coursework qualification a student must at a minimum have at least one of the following:</th>
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<tbody>
<tr>
<td></td>
<td>28.1</td>
<td>completed a Bachelors degree or its equivalent at this university or another university which in the opinion of CUE is of an equivalent standard, and, if the course is not in the same discipline, have at least two years relevant work experience; or</td>
</tr>
<tr>
<td></td>
<td>28.2</td>
<td>completed a Postgraduate Diploma in the discipline area of the course; or</td>
</tr>
<tr>
<td></td>
<td>28.3</td>
<td>demonstrated potential to undertake study at this level in the given area through relevant prior studies and/or work experience; or</td>
</tr>
<tr>
<td></td>
<td>28.4</td>
<td>in the case of a 24 point Masters course, completed the equivalent of not less than 96 points of study, including not less than 16 points at 400 level or higher, at least 8 points of which is in a relevant area, except where Academic Council directs otherwise; or</td>
</tr>
<tr>
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<td>28.45</td>
<td>in the case of a 36 point Masters qualification:</td>
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<tr>
<td></td>
<td>28.4.1</td>
<td>completed a four year Bachelors degree or its equivalent at this university or another university which in the opinion of CUE is of an equivalent standard; or</td>
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<tr>
<td></td>
<td>28.4.2</td>
<td>completed a three year Bachelors degree or its equivalent at this university or another university which in the opinion of CUE is of an equivalent standard and have at least one year relevant work experience; or</td>
</tr>
<tr>
<td></td>
<td>28.4.3</td>
<td>completed a Graduate or Postgraduate Diploma; or</td>
</tr>
<tr>
<td></td>
<td>28.4.4</td>
<td>demonstrated potential to undertake study at this level in the given area through relevant prior studies and/or</td>
</tr>
</tbody>
</table>
work experience; or

28.4.54 following consultation with the relevant Head of School and Program Chair, in the opinion of the Chair of the Committee on University Entrance (CUE), had satisfactory preparation for the course through studies and/or work experience.
1. Interpretation

(1) In this Statute, unless the context otherwise requires--
'Guild' means the Guild of Students established in accordance with section 20 of the Act;
'Guild Regulation' means a regulation made by the Guild under the authority of and in accordance with section 6;
'Guild Rule' means a rule made by the Guild under the authority of section 7;
'Member' means a member of the Guild;
'Secretariat' 'Student Executive' means the Secretariat Student Executive of the Guild referred to in section 7;
'Absolute Majority' means a majority of all the members of the Secretariat Student Executive for the time being holding office;
'Student Society' means any club, society or association within or connected with the University which is affiliated with the Guild;
'Associate of the Guild' means a person other than a member admitted to associateship under the authority of section 3(m).
'General Meeting' means any general meeting of members held under the authority of section 8 at which all members may vote.
'Referendum' means any ballot on any subject held by the Guild under the authority of and in accordance with section 8.

(2) References to sections are references to the sections of this Statute.

2. Objects

(1) The objects of the Guild shall be, either alone or in association with any other organisation within the University--

(a) to represent its members, to further the common interests of its members, and to co-ordinate joint activities of its members, and other members of the University; and
(b) such other objects as the Guild may by Guild Regulation from time to time adopt.

(2) The Guild shall be the recognised means of communication between the student body and the Senate.

3. Powers

Subject to the Act, and the Statutes and By-laws of the University, the Guild shall have the power--

(a) to purchase, take on lease or in exchange, hire or otherwise acquire any real or personal property and to sell, let, mortgage, or otherwise dispose of it;

(b) to borrow, raise or secure payment of any money for any of the objects of the Guild from time to time and in particular by mortgaging or charging the property of the Guild or any part thereof;

(c) to engage and dismiss employees;

(d) to expend and invest moneys;

(e) to operate bank accounts;

(f) to transact such financial business as may be necessary for the purpose of carrying out the objects of the Guild;

(g) to affiliate with any university association or any other association of students;

(h) to co-ordinate the activities of Student Societies;

(i) to provide for representation of the Guild and its members in cultural, sporting and social activities;

(j) to make provision for the control and management of any buildings from time to time occupied by the Guild and for regulating the conduct of any person using such buildings or parts thereof;

(k) to hold licences under any legislation, including the Liquor Act 1970, for the time being in force;

(l) to impose fines or penalties, including suspension or withdrawal of privileges, upon members and on Student Societies for breach of the provisions of this Statute or of a Guild Regulation or a Guild Rule, but the limits of the fines or other penalties which may be imposed and all necessary procedures shall be prescribed by Guild Regulation;

(m) to admit to associateship persons other than members in the manner prescribed by Guild Regulation;

(n) generally, to act in all other matters authorised by this
Statute or which are necessary or convenient for giving effect to this Statute.

4. **Membership**

   (1) Subject to the provisions of the Act and the following provisions of this section, all students shall be eligible to be members of the Guild. Guild Regulations may make provision for associate membership for non-students.

   (2) *Every student is automatically a member of the Guild unless he or she elects, at the time of enrolment, not to be a member, or subsequently resigns.* The Guild represents all students of Murdoch University. Any student may elect to become a member of the Guild upon payment of the Amenities and Services Fee. Any student who is a member of the Guild can subsequently resign.

   (3) The University must not act in a way that may dissuade or discourage a student, or person seeking enrolment as a student, from being or becoming a member of the Guild.

   (4) A person shall cease to be a member of the Guild when he or she ceases to be a student or resigns as a member.

   (5) Except as provided in this Statute the terms and conditions of membership of the Guild shall be prescribed by Guild Regulation.

   (6) Students who are not members of the Guild are not eligible to vote in Guild elections or to hold an elective office of the Guild.

5. **Seal**

   (1) The official seal of the Guild shall be in the following form--

   ![Seal of the Guild](image)

   (2) The **Secretariat-Student Executive** shall provide for the safe custody of the official seal of the Guild which shall never be used except with the authority of a resolution of the **Secretariat-Student Executive** and then in the presence of the President of the Guild who shall sign every instrument to which the seal is affixed, and every such instrument shall be countersigned by the Honorary Secretary of the Guild or by some other person appointed by the **Secretariat-Student Executive** for the purpose.

6. **Guild Regulations**

   (1) The Guild may, in the manner described in subsection (2) of this section, but subject in every case to the provisions of
subsection (3) of this section, make, alter and repeal regulations--

(a) to provide for the internal administration, organisation, finances and records of the Guild;

(b) to enable clubs, societies or associations within or connected with the University to become affiliated with the Guild as Student Societies, and to prescribe the conditions and any fees for such affiliation, and for the administration and finances of Student Societies;

(c) to provide for the payment of subscriptions and fees, and refunds;

(d) to provide for the allocation and distribution of Guild funds for the activities of the Guild and for Student Societies;

(e) to provide for the election of the President and other members of the Secretariat-Student Executive and matters relating to the office of President and membership of the Secretariat-Student Executive;

(f) to prescribe the rights, privileges and obligations of Associates of the Guild;

(g) to provide for General Meetings of Members and procedures therefor, including attendance, quorum and voting, and for Referenda and procedures therefor;

(h) to provide for meetings of the Secretariat-Student Executive and its committees and procedures therefor;

(i) to establish subsidiary councils of the Guild and procedures therefor;

(j) to provide for the interpretation of regulations and rules of the Guild and for appeal against any interpretation;

(k) to provide for any matters incidental to any of the abovementioned matters and any of the matters required by this Statute to be prescribed or to be dealt with by Guild Regulation.

(2) The power to make, alter and repeal any regulation or regulations under this Statute shall be exercised in the following manner--

(a) a resolution to make, alter or repeal any regulation or regulations shall in the first instance be passed by an Absolute Majority of the Secretariat-Student Executive or by a General Meeting;

(b) in the case of a resolution passed in the first instance by
an Absolute Majority of the Student Executive,

(i) the resolution shall be published on the official Guild notice boards and in the Guild newspaper or any other publication generally circulated among the students produced under authority of the Guild with notice being given to members that they are entitled to have the resolution considered at a General Meeting if notice requesting a General Meeting is given to the President of the Guild signed by not less than twenty-five members whose numbers are not less than fifty percent of the number of members required to reach quorum for a General Meeting within ten teaching days after the resolution is first published;

(ii) except as provided in sub-paragraph (iv) of this paragraph, if no notice requesting a General Meeting is given, the resolution is deemed to be confirmed after the expiration of ten teaching days as specified in sub-paragraph (i) above;

(iii) if notice is so given to the President of the Guild within the period of ten teaching days specified in sub-paragraph (i) above, the resolution shall be considered at the next General Meeting or the Student Executive may convene a special General Meeting for the purpose. The resolution shall be confirmed if it is passed by a majority of the members present at the General Meeting. If no quorum is present at a General Meeting called to debate a proposed regulation or alteration or repeal of a regulation, the General Meeting shall lapse and the proposed regulation or alteration or repeal of the regulation shall be deemed to be confirmed;

(iv) any proposed regulation or regulations or resolution for the alteration or repeal of a regulation or regulations providing for the payment of subscriptions, fees and refunds or for the allocation and distribution of Guild funds shall only be confirmed if it is passed by a majority of members present at a General Meeting.

(c) any resolution of a General Meeting to make, alter or repeal a regulation or regulations shall be considered at the next meeting of the Student Executive and shall be confirmed if it is passed by an Absolute Majority. If the Student Executive fails to pass any such resolution by an Absolute Majority then it shall be referred to a further General Meeting or at the discretion of the Student Executive to a Referendum, to be
held not later than 21 teaching days after such meeting of the Secretariat Student Executive, and if the resolution is approved at such General Meeting or Referendum then it shall be deemed confirmed.

(3) (a) Any resolution made in relation to any regulation or regulations in accordance with sub-section (2) of this section shall be forwarded to the Secretary of the University and a receipt therefor shall be signed by the Secretary of the University, or on his or her behalf.

(b) the Secretary of the University shall submit the regulation or regulations to the Senate for its consideration at its next regular meeting or at a special meeting convened for the purpose.

(c) The Senate may allow or disallow any regulation so submitted to it in whole or part, but if any regulation is not disallowed within a period of three months after the first meeting of Senate to which it is submitted for its consideration, it shall be deemed to have been allowed at the expiration of that period.

(d) A regulation shall take effect as from the date specified in the regulation or the date on which it is allowed by the Senate, whichever is the later.

(e) A regulation shall be published in the manner prescribed by Guild Regulation.

7. **Guild Secretariat Student Executive**

(1) The Guild shall be administered by a Secretariat Student Executive comprising--

(a) the President of the Guild;

(b) eight members (in this section referred to as the ‘Guild Members of the Secretariat’); and the Education Vice-President of the Guild;

(c) not more than ten representatives members as described in sub-section (4) of this section (in this section referred to as the ‘Representative Members’); no person shall hold office as the President of the Guild or as a member of the Secretariat unless that person is a member, four general student representatives (referred to as the ‘General Members’); and

(d) eight subsidiary council representatives as described in sub-section (4) of this section (referred to as the ‘Representative Members’).

(2) The President of the Guild and the General Members of the Secretariat Student Executive shall be elected annually and,
subject to this section, in the manner prescribed by Guild Regulation. The Guild may, by Guild Regulation, provide for the filling of any casual vacancy on the Secretariat Student Executive provided that if any ballot is conducted to fill such a vacancy it shall be held in accordance with the provisions of sub-section (3) of this section.

(3) Any member may vote at any election for the office of the President of the Guild or the office of a Guild Member of the Secretariat, Education Vice-President or the office of a General Member of the Student Executive. Elections shall be conducted in accordance with Guild Election Regulations.

(4) The Guild may by Guild Regulation provide for the nomination of not more than eight persons as representative members who shall be elected officers or representatives of subsidiary councils of the Guild or of Student Societies.

(5) The Guild may by Guild Regulation increase the maximum number of members of the Secretariat except that the number of Guild Members of the Secretariat (excluding the President of the Guild) shall be at least equal to the number of representative members.

(6) The Secretariat Student Executive shall appoint one of their number to be the Honorary Secretary of the Guild and another of their number to be the Honorary Treasurer of the Guild.

(7) The Secretariat shall cause accurate minutes to be made of all General Meetings and forums of the Guild and meetings of the Secretariat, and the result of every election and Referendum. All duly confirmed minutes shall be deemed correct until the contrary is proved.

(8) The procedures for meetings of the Secretariat Student Executive shall be prescribed by Guild Regulation.

(9) The powers and obligations of the President of the Guild, Education Vice-President, General Members of the Secretariat Student Executive and the Representative Members shall be prescribed by Guild Regulation.

(10) Subject to this Statute and regulations made hereunder the Secretariat Student Executive shall have the entire control and management of the affairs and concerns of the Guild and shall act in all matters concerning the Guild in such a manner as appears to it to be best calculated to promote interests of its members.

(11) Resolutions passed at any General Meeting other than any resolutions to make, alter or repeal a regulation or regulations shall be in the form of a direction to the Secretariat Student Executive. The Secretariat Student Executive shall act in accordance with any direction of a General Meeting except that
where, at its next meeting, the **Secretariat Student Executive** resolves by Absolute Majority that a particular direction is not best calculated to promote the interests of the members, the direction involved shall be referred to a further General Meeting or at the discretion of the **Secretariat Student Executive**, to a Referendum, to be held not later than 21 teaching days after such meeting of the **Secretariat Student Executive**, and if the direction is approved at such General Meeting or Referendum then the **Secretariat Student Executive** shall act in accordance with it.

(12) The **Secretariat Student Executive** may in the manner prescribed by Guild Regulations make, alter or repeal rules governing activities associated with the Guild but only when the power to do so is specified in Guild Regulations and then only to the extent specified.

8. General Meetings and Referenda

(1) A General Meeting may debate any issue of concern to the membership of the Guild.

(2) At a General Meeting each member present in person shall have one vote on any proposal put to the vote.

(3) A Referendum shall determine Guild policy on the issues submitted to the Referendum. The result of a Referendum shall bind the **Secretariat Student Executive**.

(4) Proceedings at a General Meeting and the manner in which a Referendum shall be conducted shall be described by Guild Regulation.

9. Property and Finance

(1) All property of the Guild and its subsidiary councils and all property of Student Societies (other than student societies which are incorporated bodies) shall be vested in the Guild.

(2) Where the **Secretariat Student Executive** determines to enter into any financial commitment for an amount which exceeds the current liquid assets of the Guild, or which it is unable to service adequately from current or future income, the **Secretariat Student Executive** shall consult with Senate before proceeding.

(3) No action taken by the Guild or the **Secretariat Student Executive** in the exercise of any of its powers or authorities conferred by this Statute shall impose any legal obligation upon the University or the Senate.

(4) The **Secretariat Student Executive** shall make provision for the keeping of proper books of account in connection with all the financial transactions of the Guild.
(5) The Secretariat Student Executive shall make provision for the auditing of the Guild’s books of accounts at least once a year. Guild Regulations shall prescribe when the auditing of the Guild’s books of accounts shall take place and by whom.

(6) A copy of the audited balance sheet and statement of income and expenditure of the Guild shall be transmitted to the Senate each year as soon as practicable after it has been adopted by the Guild, but in any event not later than four months after the conclusion of the Guild’s financial year.

(7) A copy of the audited balance sheet and statement of income and expenditure of the Guild shall be published each year in the Guild newspaper and any other suitable Guild publication and made available to members of the Guild as soon as practicable after it has been adopted by the Guild, but in any event not later than four months after the conclusion of the Guild’s financial year.

10. Records

(1) A copy of this Statute and any amendments and a copy of all Guild Regulations and Guild Rules made under this Statute and any amendments shall be recorded in a Guild Statute Book.

(2) An entry in the Guild Statute Book of any Guild Regulations made under this Statute and any alteration to a Guild Regulation, signed by the administrative secretary of the Guild and the President of the Guild shall be prima facie evidence that the subject matter of the entry was duly approved by the Senate.

(3) An entry in the Guild Statute Book of any Guild Rule made under this Statute or any alteration of a Guild Rule, signed by the President of the Guild, shall be prima facie evidence that the subject matter of the entry was duly approved by the Guild.

11. Repeal and Transitional Provision

(1) This Statute shall come into operation on the day it is published in the Government Gazette and thereupon the existing No. 17 is hereby repealed.

(2) All regulations, by-laws and rules made under authority of the existing No. 17 prior to the date of publication of this Statute in the Government Gazette shall be deemed to have been made under the authority of this Statute and (except where inconsistent with this Statute) shall continue in force until altered or repealed in accordance with this Statute.
The **Secretariat Student Executive**

1. The **Secretariat Student Executive** of the Guild of Students shall consist of the following members:
   
   (a) The President of the Guild
   
   (b) The Education Vice-President.
   
   (c) **Eight (8)** General Members of the **Secretariat Student Executive**.
   
   (d) Eight (8) Representative Members:
      
      (i) The Women's **Officer Representative**;
      
      (ii) The Part-time, External and Mature-aged Students’ Representative;
      
      (iii) The Postgraduate Students’ Representative;
      
      (iv) The International Students’ Representative;
      
      (v) The Queer **Officer Representative**;
      
      (vi) The Indigenous Students’ Representative.
      
      (vii) The Regional Students’ Representative.
      
      (viii) The Guild Disability **Officer Representative**.

2. All members of the **Secretariat Student Executive** shall hold office until the last day of the second teaching semester in each year.

3. Elections for the members of the **Secretariat Student Executive** shall be held in the second semester of each year in accordance with the Guild Election Regulations. The term of office of newly elected members shall begin on the
day after the last day of the second teaching semester.

**Vacancies in the Secretariat Student Executive**

4. The office of a Secretariat Student Executive member shall become vacant if that person:

   (a) dies;

   (b) ceases to be ordinarily resident in WA a currently enrolled Murdoch student or Guild member;

   (c) becomes of unsound mind, or a person who is liable to be dealt with in any way by the law relating to mental health;

   (d) resigns in writing;

   (e) has been absent without apology recorded in the minutes or without leave of absence from three consecutive Secretariat meetings of the Guild; from three consecutive meetings without notified leave of absence or has missed five meetings, except where evidenced meetings coincide with a member’s prescribed university contact hours, or any other eventuating circumstances exist and an apology in advance noted. The vacancy must be supported by a resolution of the Student Executive passed by a two thirds majority of votes of all members;

   (f) is dismissed from that position in the following manner:

      (i) a resolution of Secretariat Student Executive passed by a 2/3 majority of votes of all members and;

      (ii) confirmed at a General Meeting by a 2/3 majority of all members present and voting.

5. (a) In the event of a vacancy occurring in the office of Guild President before the beginning of week 2 of second semester, a by-election shall be called within four weeks and the person elected shall serve the remainder of the term of office. Before a by-election is held, the Secretariat Student Executive shall elect one of its members as Acting Guild President. If no Secretariat Student Executive member is willing or able to take the position, the Secretariat Student Executive may co-opt, by absolute majority, a Guild member to the position.

   (b) Where the vacancy occurs after the beginning of week 2 of second semester, the Secretariat Student Executive shall elect one of its members as Acting Guild President for the remainder of that term of office.

6. (a) In the event of a vacancy occurring in the office of Education Vice-President before the beginning of week 2 of second semester, a by-election shall be called within four weeks and the person elected shall serve the remainder of the term of office. Before a by-election is held, the
The Secretariat Student Executive shall elect a member of the Secretariat Student Executive or of the Guild Education Board to the position of Acting Education Vice-President.

(b) Where the vacancy occurs after the beginning of week 2 of second semester, the Secretariat Student Executive shall elect one of its members as Acting Education Vice-President for the remainder of that term of office.

7. In the event of a vacancy occurring in the office of a general member of the Secretariat Student Executive, that member shall be replaced, within two weeks of the vacancy being received by the President, by a member elected by count back of ballots cast in the immediately previous election. That count back shall be conducted in the manner prescribed as at 26 June 1995 for the filling of casual vacancies in the Legislative Council of the State of Western Australia.

8. In the event of a vacancy occurring in the office of a Representative Member a general meeting of the Council, convened and chaired by the Guild President or in the absence of the Guild President a nominee of the Secretariat Student Executive, shall be held within 15 teaching days to elect a new representative who shall serve the remainder of the term of office.

Office-bearers of the Guild

9. The Guild President and Education Vice-President shall be full time office bearers of the Guild.

**Guild President**

10. The Guild President shall be the Chief Executive Officer of the Murdoch University Guild of Students.

11. Subject to any direction by the Secretariat Student Executive, it shall be the duty of the President of the Guild to:

(a) Be the official spokesperson of the Guild and to be the main instrument of formal liaison between the Guild and the student body, the University and the general public.

(b) Assist and co-ordinate the work of members of the Secretariat Student Executive and office bearers of the Guild.

(c) Implement the policy and decisions of the Secretariat Student Executive in conjunction with the appropriate Secretariat Student Executive members.

(d) Preside over meetings of the Guild Secretariat Student Executive and General Meetings of the Guild.

(e) Work in conjunction with the Guild Manager to maintain the day to day operations of the Guild.
12. The Guild President shall, except where specified to the contrary, be an ex officio member of every Guild committee and shall have a vote at any meeting of the same.

13. When the President is absent or unable to act for a period of between four days and one month, the Education Vice-President shall act as President until such time as the President is able to act.

(a) The President may, if approved by an absolute majority of the Secretaryat Student Executive, authorise another member of the Secretaryat Student Executive to act as Guild President in her/his absence.

(b) The Acting President shall take over the duties of the President but may be directed by the President.

(c) In the event that the President is absent or unable to act for a period of more than one month, the Secretaryat Student Executive shall decide upon a member to act in the position.

The Education Vice-President

14. The Guild Education Vice-President shall be responsible for the education concerns of the Guild.

15. Subject to the authority of the Secretaryat Student Executive, it shall be the duty of the Education Vice-President of the Guild to:

(a) Be a spokesperson for the Guild on education issues.

(b) Assist the Guild President where required.

(c) Convene and chair the Guild Education Board and coordinate the work of students elected to representative positions on University boards and committees.

(d) Co-ordinate the representation and research work of the Guild Education Office.

(e) Produce the Guild Alternative Handbook

(f) Assist the work of members of the Secretaryat Student Executive and office bearers of the Guild.

(g) Convene Secretaryat Student Executive and General Meetings of the Guild in the absence of the Guild President or when there is a vacancy in the office of the President.

(h) Be a signatory of the Guild cheque account.

16. When the Education Vice-President is absent or unable to act for a period of
more than four days Secretariat Student Executive may appoint a member of the Secretariat Student Executive or the Guild Education Board to act until such time as the Education Vice-President is able to act.

17. The election of the Education Vice-President shall be conducted as if it were an election for the President of the Guild.

**Honorarium and Leave Entitlements**

18. The full time office bearers of the Guild shall be paid an honorarium equivalent to 80% of Level 1.1 of the Murdoch University Guild of Students Award and shall have the same leave entitlements as staff of the Guild except that they shall only be paid for leave that is taken during the term of office and shall be required to have any annual leave, or leave without pay, approved by the Secretariat.

19. In the event of a full time office bearer failing to fulfil the requirements above and/or taking time off exceeding that defined above, the matter shall be referred to the Secretariat Student Executive which may, by absolute majority, reduce the honorarium of the President and/or Education Vice-President in lieu of leave taken.

20. Full-time office bearers of the Guild shall not accept paid employment by the University whilst they hold office.

21. No person shall be a full-time office bearer of the Guild for more than two consecutive years. No person shall be:

(a) A full-time office bearer of the Guild for more than three years, whether consecutive or cumulative;

(b) Guild President for more than two years; and

(c) Education Vice-President for more than two years.

**General Members of the Student Executive**

22. The Secretariat Student Executive shall, at its first meeting, allocate portfolios to the general (Guild) members of the Secretariat Student Executive. These portfolios may include the following:

(a) Environment Officer, Clubs & Societies Representative;

(b) Sport and Recreation Officer, Activities Representative; and

(c) Publications Officer, Environment Representative.

(e) Welfare Officer

(f) Transport Officer
23. The *Secretariat Student Executive* shall, by resolution, approve duty
descriptions for each portfolio allocated.

24. The *Secretariat Student Executive* shall appoint from amongst its members an
Honorary Secretary and Honorary Treasurer.

**Representative Members**

25. It shall be the duty of the representative members of the *Secretariat Student
Executive* to:

(a) Attend and liaise between the Council which they represent and the
Guild *Secretariat Student Executive*;

(b) Advise the *Secretariat Student Executive* on policy related to the students
whom the Council represents;

(c) Act as a spokesperson for the Guild on matters affecting those students
whom the Council represents.

26. The representative members of the *Secretariat Student Executive* shall report
fully to the *Secretariat Student Executive* on actions and activities being
undertaken by the Council which they represent.

**Duties of Secretariat Student Executive members**

27. All members of the *Secretariat Student Executive* must:

(a) provide each meeting of *Secretariat Student Executive* with a report
including details of all official correspondence and/or communication
between her/him, the University and other persons or bodies. A file of all
such documents shall be maintained in the Guild office.

(b) inform *Secretariat Student Executive* of all decisions and actions taken by
her/him as a member of a University Board or Committee or in her/his
dealing as a Guild representative with the general public or the
University Administration.

(c) prepare a written report for the incoming *Secretariat Student Executive*
and provide a hand over to the newly elected member.

(d) follow directions given by the *Secretariat Student Executive* and any
general meeting of the Guild.

(e) only act as a spokesperson for the Council which they represent or the
portfolio/s they have been allocated.

28. Members of *Secretariat Student Executive* have an obligation to conduct the
affairs of the organisation in accordance with the obligations of a director
under Corporations Law.

Guild Councils

29. There shall be eight (8) subsidiary Councils of the Guild. These Councils shall exist to facilitate student representation and to represent traditionally under represented sections of the University student body. The Councils shall have the membership and exist to fulfil the aims outlined in Regulations 43 to 65 below.

30. The Councils of the Guild shall be:
   (a) The Murdoch University Postgraduate Students' Association (MUPSA);
   (b) The Women's Collective;
   (c) The Murdoch International Students' Association (MISA);
   (d) The Regional Students' Association (RSA);
   (e) The Part-time, External and Mature Age Students' Council (PEMS);
   (f) The Indigenous Students' Council;
   (g) The Sexuality Queer Collective.
   (h) The Disability Council.

31. Pursuant to Statute 17 s7.4 each Council shall have a representative on the Guild Secretariat Student Executive. The Council Representatives shall be elected annually and in accordance with the Guild Election Regulations shall hold office for a period of twelve months.

   (a) The elections of Council representatives shall be conducted as if they were an election for the President of the Guild.

   (b) The Council Representatives must be members of the Council.

32. Any member of the Council may vote at any election for the office of a Council Representative.

33. Each Council shall hold an annual general meeting within three weeks of the annual elections for members of the Guild Secretariat Student Executive. It shall be the duty of the President, Co-ordinator or Convenor of each Council to convene and chair the meeting. In the absence of a President, Co-ordinator or Convenor, the Council Representative (as Executive Officer) shall convene and chair the meeting. Five teaching days notice shall be given of a general meeting of the Council and such notice shall be made available in such a way as to make it reasonably accessible to those effected.

34. All Councils shall be governed by an executive comprising of the Council representative and such other members elected at the annual general meeting of the Council. The annual general meeting of the Council shall determine the number of people on the executive of the Council. If an executive can not be formed from the annual general meeting, the Council representative on the Guild Secretariat Student Executive shall act as the Executive Officer of the
35. It shall be the duty of the executive or executive officer of each Council to:
   (a) attend and keep a record of all the proceedings at meetings of the Council;
   (b) call all meetings of the Council;
   (c) keep a correct roll of the membership of the Council together with such other records as the Council shall direct;
   (d) generally co-ordinate the activities of the Council;
   (e) conduct the financial affairs of the Council as defined by the Council.

36. The division of duties between the members of each executive council shall be a matter to be decided upon by the executive of that Council.

37. Members of the executive of each Council shall hold office until the last day of the second teaching semester in each year.

38. The executive of the Council, or in the case of there not being an executive a general meeting of the Council, shall meet at least once every six teaching weeks.

39. For meetings of each executive, the quorum for meetings shall be half the members of the executive or if that is a fraction, then the next whole number.

40. For general meetings of each Council the quorum shall be 20 members or 10% of the membership of the Council whichever is less, except for the Disability Council for which quorum shall be ten members.

41. The executive of each Council shall submit quarterly statements to the Chair of the Guild Staffing and Finance Committee of all bank accounts operated under the name of the Council. The executive of each Council shall undertake a financial audit to present to the annual general meeting of the Council. This audit shall also be tabled at the next possible Student Executive meeting. Councils shall not invest any funds in shares, bonds or long term loans without the approval of the Student Executive.

42. Subject to the authority of a general meeting of the Council and the policy making authority of the Student Executive, the Executive of the Councils shall make their own rules and determine their own policies provided that they are not inconsistent with the regulations and policies of the Guild. All rules and polices developed by Guild Councils or their executive shall be kept in the Guild Statute Book. An entry into the Guild Statute Book of any Council rule or policy made under this regulation or any alteration to a Council rule or policy, signed by the President of the Guild, shall be prima facie evidence that the subject matter was duly approved by the Council.

The Murdoch University Postgraduate Students' Association (MUPSA)

43. The Association shall consist of all postgraduate students who are enrolled at Murdoch University and who are Guild members. A postgraduate student shall be defined as a student who is enrolled in any masters, doctoral,
graduate or postgraduate diploma or graduate or postgraduate certificate course.

44. The Association shall be the primary representative body for postgraduate students at Murdoch University.

45. The aims of the Association are:

(a) to advise postgraduate students upon matters concerning their academic careers;

(b) to act as a collective body with the resources and recognition to represent the views of postgraduate students within the University’s academic and administrative structure;

(c) to represent Murdoch postgraduates at the national postgraduate student association;

(d) to provide a forum in which postgraduates can interact socially and intellectually on matters of common interest.

46. The Association shall be granted an annual budget allocation of $35 per full-time postgraduate Guild member, $17.50 per part-time postgraduate Guild member, and $8.75 per external postgraduate Guild member. This amount shall be determined as of 31 March for semester one and 31 August for semester two.

The Women’s Collective

47. The Collective shall consist of all female students who are enrolled at Murdoch University and who are Guild Members.

48. The aims of the Collective are:

(a) to act as a collective body with the resources and recognition to represent the views of female students within the University’s academic and administrative structure;

(b) to provide a forum in which female students can interact socially and intellectually on matters of common interest.

The Murdoch International Students’ Association (MISA)

49. The Association shall consist of all international students (defined as students who are not citizens or permanent residents of Australia) who are enrolled at Murdoch University and who are Guild members.

50. The aims of the Association are:

(a) to encourage, foster and act as a forum for communication between international students;

(b) to promote, foster and develop structures for the integration of its
members into the University community;

(c) to act as a collective body with the resources and recognition to represent the views of international students within the University’s academic and administrative structure;

(d) to represent Murdoch international students at the national international student association;

(e) to provide a forum in which international students can interact socially and intellectually on matters of common interest.

51. The Association shall be granted an annual budget allocation of $21 per full-time international Guild member, $10.50 per part-time international Guild member, and $5.25 per external international Guild member. This amount shall be determined as of 31 March for semester one and 31 August for semester two.

**The Regional Students’ Association (RSA)**

52. The Association shall consist of all Guild members who are students of the Rockingham and Peel campuses of Murdoch University. A Regional student shall be defined as a person who is enrolled in one or more units at the Rockingham or Peel campuses.

53. The aims of the Association are:

(a) to act as a collective body with the resources and recognition to represent the views of students enrolled at the Rockingham or Peel campuses within the University’s academic and administrative structure;

(b) to provide a forum in which students who are enrolled at the Rockingham or Peel campuses can interact socially and intellectually on matters of common interest.

54. The Association shall be granted an annual budget allocation of $35 per full-time Guild member enrolled at the Rockingham or Peel campuses, and $17.50 per part-time Guild member enrolled at the Rockingham or Peel campuses. This amount shall be determined as of 31 March for semester one and 31 August for semester two.

55. The Council shall consist of all part-time, external and mature-age students who are enrolled at Murdoch University and who are Guild Members.

56. For the purposes of these regulations:

(a) A part-time student is one who is enrolled for less than eighteen credit points in the current academic year.

(b) An external student is one who is enrolled for at least one unit in the external mode in the current academic year.

(c) A mature-age student is one who is over 25 years of age at the first day of first semester in the current academic year.
The Part-time, External and Mature Age Students' Council (PEMS)

57. The aims of the Council are:
   (a) to act as a collective body with the resources and recognition to represent the views of part-time, external and mature-aged students within the University's academic and administrative structure;
   (b) to provide a forum in which part-time, external and mature-aged students can interact socially and intellectually on matters of common interest.

**Sexuality Queer Collective**

58. The Council shall consist of all students who identify as gay, lesbian, bisexual or queer, and who are enrolled at Murdoch University and who are Guild members.

59. The aims of the Collective are:
   (a) to act as a collective body with the resources and recognition to represent the views of gay, lesbian, bisexual and queer students within the University's academic and administrative structure;
   (b) to provide a forum in which gay, lesbian, bisexual and queer students can interact socially, intellectually and politically on matters of common interest;
   (c) to provide a forum for students who are experiencing harassment or homophobia on campus.

**Indigenous Students’ Council**

60. The Council shall consist of all Aboriginal and Torres Strait Islander students who are enrolled at Murdoch University and who are Guild members.

61. The Council exists in recognition of the disadvantaged status of Aboriginal and Torres Strait Islander in society and the resulting inequities that are faced throughout the tertiary education system.

62. The aims of the Collective are:
   (a) to facilitate greater participation of Aboriginal and Torres Strait Islander students within the University and wider community.
   (b) to act as a collective body with the resources and recognition to represent the views of Aboriginal and Torres Strait Islander students within the University's academic and administrative structure;
   (c) to provide a forum in which Aboriginal and Torres Strait Islander students can interact socially and intellectually on matters of common interest.

**Disability Council**

63. The Council shall consist of all Guild members who have disclosed disabilities to the University’s Disability Services Officer. ‘Disability’ means a disability
which is attributable to an intellectual, psychiatric, cognitive, neurological, sensory, or physical impairment or combination of those impairments; which is permanent or likely to be permanent; which may or may not be of a chronic or episodic nature; and which results in a substantially reduced capacity of the person for communication, social interaction, learning or mobility and a need for continuing support services.

64. The Council exists in recognition of the disadvantaged position students with disabilities face in the transition to tertiary education and in society as a whole.

65. The aims of the Council are:

(a) to raise the awareness of the abilities that students with disabilities bring to the education environment and the community in general;

(b) to provide a forum in which students with disabilities can interact intellectually and socially on matters of common and diverse interest;

(c) to advise the Murdoch University Guild of Students and Murdoch University on any matters which may impact on equitable and reasonable accommodations for students with disabilities;

(d) to liaise with the Disability Services Officer about staff awareness education programs in order to ensure appropriate terminology is used in courses that contain components that relate to people with disabilities;

(e) to liaise with community groups in order to raise the awareness of tertiary education as an accessible option for many people with disabilities;

(f) to advocate for the rights of potential students in order to maintain carer funding beyond secondary education, and to participate in national and international student networks in order to raise the profile of students with disabilities.

**Guild Education Board**

66. The Guild Education Board shall consist of all student representatives, who have been duly elected or co-opted to any boards, committees, councils or groups established by the University.

67. Only Guild members of Education Board shall have voting rights. Non Guild members have speaking and moving rights at Board meetings.

68. The aims of the Board are:

(a) to advance academic co-operation at all levels;

(b) to improve the quality and accessibility of education at Murdoch University;
to provide a forum for student representatives to review and discuss issues raised within the University;

to examine University education at all levels and to represent both the individual and collective views of students upon matters concerning University education;

to make policy recommendations to the Secretariat Student Executive on the representation and advocacy service of the Guild.

The Education Vice-President shall be the Executive Officer and Chair of the Board and it shall be her/his duty to:

(a) call all meetings of the Board;

(b) attend and keep a record of all the proceedings at meetings of the Board;

(c) keep a correct roll of the membership of the Board together with such other records as the Board shall direct;

(d) co-opt students to vacancies on make recommendations to Secretariat on the co-option of students to university committees on behalf of the Guild;

(e) generally co-ordinate the activities of the Board with regard to any matters referred to herein.

The quorum for meetings of the Board shall be 20 percent of the membership or six persons, whichever is the greater.

The Board shall meet at least once every four teaching weeks.

Meetings of the Guild

Meetings of the Guild Secretariat Student Executive shall be held in accordance with the standing orders of the Senate subject to the following changes: Guild Standing Orders.

(a) for 'Senate' read 'Secretariat'; for 'Chancellor' read 'President'; for 'Pro-Chancellor' read 'Education Vice-President', for 'Secretary' read 'Honorary Secretary' and delete all references to the Vice-Chancellor.

(b) until the Honorary Secretary is elected, the President shall carry out the functions of Honorary Secretary.

Meetings of the Guild subsidiary councils, the Guild Education Board and committees of the Guild shall be held in accordance with the Rules of Debate set out in the Standing Orders of the Academic Council, Guild Standing Orders.

(a) At least three days notice of a meeting shall be given before any meeting of a Council or Board.

(b) A special meeting of a Council or Board can be convened by the President of the Guild or by a written request from at least three members outlining the proposed business of the meeting.

The quorum for a meeting of the Secretariat Student Executive, subsidiary Councils or committees of the Guild, unless otherwise specified, shall be half
the members or if that is a fraction, then the next whole number

75. Proxy votes can not be exercised at any meeting of the Guild.

**General Meetings**

76. The President or in the President’s absence or whenever there is a vacancy in the office of the President, the Education Vice-President may convene a general meeting of the Guild.

77. No less than five teaching days notice shall be given for a general meeting of the Guild. Notice of a general meeting of the Guild shall be made available in such a way as to make it reasonably accessible to those affected.

78. A special general meeting shall be called if requested in writing by **25 members a number of students equal to at least 50% of quorum for a General Meeting.** Any such request must be submitted to the President and outline the objectives for which a meeting is required. The President (or in the President’s absence or whenever there is a vacancy in the office of President, the Education Vice-President or in the absence of both the Honorary Secretary) shall convene a special meeting of the Guild not more than 21 clear days nor fewer than 7 clear days after the receipt of the request. In the absence of the President, Education Vice-President and Honorary Secretary, the University Secretary shall convene the meeting.

79. At any general meeting, fifty members shall constitute a quorum. If after the expiration of 30 minutes from the time appointed for the meeting there is not a quorum present, the meeting shall lapse.

80. In the absence of both the President and the Education Vice-President, the meeting shall elect a Chair from amongst the members present.

81. All proceedings of a general meeting including the number of members present shall be entered in a Minute Book which shall be kept by the Honorary Secretary for that purpose. In the absence of the Honorary Secretary the meeting shall appoint a Minute Secretary.

82. All notices of motion must be in writing addressed to the Honorary Secretary and duly signed and must reach the Honorary Secretary 7 clear days before the meeting at which the motion is to be moved.

83. Except by permission of at least two-thirds of the members present, no members shall introduce for discussion at a general meeting a subject which has not been included on the notice paper for that meeting.

84. A question shall be decided by a show of hands unless a ballot is demanded by at least five members.

85. The rules of debate set out in the **standing orders of the Senate** shall apply to general meetings of the Guild.

**Referenda**

86. A referendum of members of the Guild may be held:
(a) to make, alter or repeal regulations in accordance with section 6(2) of the Statute, and
(b) at the direction of the Secretariat Student Executive or a general meeting to consider any other matter.

87. Where it is decided either by an absolute majority of the Secretariat Student Executive or by a general meeting that a referendum should be held subject to any decision of a general meeting, the statement of the issues to be considered at the referendum shall be settled by the Secretariat Student Executive.

88. A referendum shall be conducted in accordance with the procedures as set in the Guild election regulations.

Membership

89. Every student is automatically a member of the Guild unless he or she elects, at the time of enrolment, not to be a member, or subsequently resigns as a member.

90. Rescinded

91. A member shall cease to be a member of the Guild when he or she ceases to be a student or resigns as a member.

92. The Secretariat Student Executive may admit to associate membership of the Guild a person who:
(a) is a member of the University staff;
(b) is a member of the Guild staff;
(c) is a member of the Senate; or

93. Associate membership of the Guild does not confer any form of membership upon the person but only allows the person to use the services and facilities of the Guild. The Secretariat Student Executive shall make policy which shall determine the rules and conditions of associate membership. Associate members of the Guild are not entitled to vote at any meeting, election or referendum of the Guild. The Secretariat Student Executive may set a subscription fee for associate members.

94. Rescinded

95. Rescinded

96. Rescinded

97. Rescinded

98. Rescinded

Affiliation to the Guild

99. University Clubs, Societies and Associations shall be eligible to association with the Guild if they fulfil the following requirements:
(a) have a membership of more than 10 members;
(b) do not have Constitution or Rules which permit members to be disciplined for failing to participate in any initiation ceremony; and
(c) do have Constitution or Rules which prohibit the making of gifts or funds at its disposal.

100. Subject to these regulations, any University Club, Society or Association which submits to the Honorary Secretary of the Guild a statement in writing:
(a) furnishing the names of each member of the association;
(b) furnishing the names of each office bearer of the association;
(c) certifying under the hand of the President, Co-ordinator or Convener of the association that a properly authorised meeting of the association has resolved to seek affiliation with the Guild;
(d) accompanied with a copy certified to be a true copy under the hand of the President, Co-ordinator or Convener of the association of the Constitution and Rules of the association;
shall, if approved by the Secretariat Student Executive, be an affiliated association to the Guild.

101. A list of affiliated associations shall be kept in the Guild Statute Book and affiliation may only be revoked by a resolution of the Secretariat Student Executive.

Committees of the Guild

Staffing and Finance Committee

102. The Guild shall have a Staffing and Finance Committee which shall exist to consider the industrial relations, financial and staffing matters of the Guild.

103. The Staffing and Finance committee shall consist of the following members:
(a) The Guild President (in the chair);
(b) The Education Vice-President;
(c) The Hon. Treasurer;
(d) Two members of Secretariat Student Executive elected by the Secretariat Student Executive;
(e) The General Manager of the Guild (non-voting);
(f) Another member co-opted by the Committee if it so chooses (non-voting).

104. The quorum for a meeting of the Staffing and Finance Committee shall be four three voting members.

105. The Guild Manager shall be the Executive Officer of the Committee.
106. The Committee may consider and make recommendations to the **Secretariat Student Executive** on:

(a) Significant human resource matters including the re-classification of positions, the creation of new positions and the termination of employment;

(b) Matters relating to the recruitment of the management staff of the Guild;

(c) Compiling the annual budget of the Guild;

(d) Proposed changes to the Guild budget;

(e) Expenditure of amounts over $10 000.

107. The Committee, subject to the authority of the **Secretariat Student Executive**, shall have overall responsibility for:

(a) The recruitment and ongoing development of Guild staff other than management positions;

(b) Managing the assets controlled by the Guild;

(c) Such other matters as the **Secretariat Student Executive** may from time to time direct.

108. The committee shall meet at least monthly.

109. Minutes of the Committee shall be submitted to the first meeting of the **Secretariat Student Executive** following the committee meeting.

**Administration of the Guild**

110. The **Secretariat Student Executive** shall be ultimately responsible for the proper administration of the Guild’s financial affairs and property.

111. The **Secretariat Student Executive** shall appoint a person who, subject to the **Secretariat direction**, will be responsible for managing and reporting upon the overall administration and financial affairs of the Guild, to the position of Guild Manager who will be responsible for managing and reporting upon the overall administration and financial affairs of the Guild.

112. The Guild’s financial year shall be the calendar year.

113. The **Secretariat Student Executive** shall, upon approval by the Senate, appoint an independent external auditor for a period of three years to complete the annual audit of the Guild financial statements. The external auditor of the Guild may be changed before the end of the three year period upon:

(a) The auditor becoming insolvent, being declared bankrupt or ceasing registration as a company auditor;

(b) The auditor being found guilty of misconduct in a court of law, or by the ASCPA or ACA;
(c) Mutual consent between the **Secretariat Student Executive** and the Senate.

**Policy of the Guild**

114. Subject to the authority of a general meeting, the **Secretariat Student Executive** may make policy for the Guild. The **Secretariat Student Executive** may adopt by a simple majority policy on any issue covered by Statute 17 s.2, 'Objects of the Guild'. Policy shall remain in force until is specifically rescinded or amended by resolution of the **Secretariat Student Executive**.

115. All policy of the Guild shall be kept in the Guild Statute Book and signed by the Guild President as per Statute 17 s.11. The Statute Book of the Guild shall be kept in a place which is available to all officers, staff and members of the Guild.
Date of Guild of Students recommendation: 19/10/06

Guild of Students resolution number: 

Date of Legislation Committee endorsement: 07/03/2007

Legislation Committee resolution number: LC/02(iii)/2007

Proposed amendment: All deletions are shown as Strikethroughs

Example
All proposals are shown in Italics

Note: The only changes are from the Term ‘Secretariat’ to ‘Student Executive’

1. Guild elections shall be conducted in accordance with the University Election Regulations, except for:

   (a) the additional provisions contained in these Regulations; and

   (b) the following provisions which shall over-ride the corresponding provisions in the University Election Regulations:

      (i) only Guild members are eligible to nominate and to vote;

      (ii) candidates for Guild President and Guild Education Vice-President are permitted up to 500 words in their election statement.

      (iii) for the positions of Guild President, Education Vice-President and Council Representatives, if there is only one candidate, the person shall not be declared elected but instead an election shall be held in accordance with Regulation 4.1 below.

2. The Guild elections shall be held during second semester of each year, jointly with the election of student members of the Senate, Academic Council and other University bodies.

Nominations

3.1 A photograph of the candidate may be submitted for inclusion in the Election Broadsheet.

3.2 A Guild member may nominate concurrently for the positions of Guild President, Education Vice-President, Council representative and general (Guild) member of Student Executive but shall not be elected at the same time to more than one of these positions. Any candidate who is elected to a position shall then be eliminated from the counting of votes.
for all subsequent Guild positions in that election.

3.3 The tenure of Guild Secretariat Student Executive members is limited to a term of 4 years, whether consecutive or cumulative. Upon 4 years of service to the Guild Secretariat, Guild Secretariat Student Executive members are not eligible for election to the Guild Secretariat Student Executive before a break of 5 consecutive years.

Conduct of the Election

4.1 The ballot papers for the positions of Guild President, Education Vice-President and Council Representatives shall include a box for each candidate and one for "No candidate".

4.2 No Guild resources shall be used by any Candidate or their agent(s) for the production of election canvassing materials. Election material means any written, printed or photographic material, lettering, voting guide, poster, sign, leaflet, audio or visual display (including any electronic audio or visual display) whether attached to any fixed or mobile structure or not; provided that such material directly or indirectly supports any candidate or has the purpose of causing or opposing the election of any candidate.

4.3 All election material shall bear the name and address of the person under whose authority it is published.

4.4 No person shall remove, alter, deface, obstruct or destroy election material prior to the close of voting, unless authorised by the Returning Officer.

4.5 Within 14 days of the close of nominations the Returning Officer shall make known the format of all ballot papers to any candidate who requests it.

4.6 During the conduct of voting, all candidates must remain at least five metres from the polling booth, and no person shall display or distribute election material on behalf of any candidate within five metres of the polling booth. Any person disobeying this shall first be issued with a formal verbal warning by the polling booth staff. In the case of a second offence the Returning Officer shall issue a formal written warning. If the person persists, the Returning Officer shall refer the matter to the Election Tribunal which shall deal with the matter.

4.7 The following actions shall constitute misbehaviour in an election:

- interfering unduly with the freedom of speech of a person during an election;
- obstructing an election meeting;
- damaging Guild property or fixtures in a manner calculated to affect the conduct of the elections;
- assaulting or attempting to assault a person in a manner calculated to affect the conduct or outcome of an election;
- hindering, obstructing or preventing an electoral officer or candidate from discharging a duty or exercising a right under
these regulations;

- defacing, mutilating, removing or interfering with election material belonging to another person without authority of that person or candidate for whom the election material was produced;
- directly or indirectly attempting to induce an electoral officer to alter the course of an election;
- interfering with or destroying a validly marked ballot paper, ballot box, lock, seal, electoral roll or other objects;
- duplicating or concealing a ballot paper;

engaging in disorderly conduct on the premises of a polling place or counting place.

Counting and Results

5.1 The positions being contested shall be counted in the following order:

(a) Guild President;
(b) Education Vice-President;
(c) Council Representatives, in order of Women’s, PEMS, Postgraduate, International, Rockingham, Sexuality and Indigenous Councils;
(d) General (Guild) members of Secretariat Student Executive;
(e) any other positions, in the order determined by the Returning Officer.

5.2 If a majority of valid votes for any election is obtained by "No candidate", the Returning Officer shall declare that no candidate has been elected for that position, and shall reopen nominations and conduct another election.

5.3 At the conclusion of the counting of votes the Returning Officer shall declare the results, which shall be distributed on Guild notice boards and in the Guild weekly news sheet. These notices shall include information about the procedures for lodging a complaint or appeal.

Complaints and Appeals

6.1 There shall be an Election Tribunal, consisting of a nominee of the Dean of Law (Chair) and two persons appointed by the Guild Secretariat Student Executive prior to the calling of nominations. Members of the Tribunal are not permitted to be candidates in the elections or to canvass votes in support of any candidate.

6.2 The Tribunal shall have the power to hear any appeal or complaint lodged with it about the conduct of the election or the validity of the election outcome, based on errors in the electoral processes or
misbehaviour of candidates or other persons.

6.3 Any Guild member may appeal or complain to the Election Tribunal with respect to the conduct or outcome of an election for any position. Appeals and complaints may be submitted at any stage between the calling of nominations and five teaching days after the declaration of the result for that position.

6.4 An appeal or complaint may be rejected by the Chair on behalf of the Tribunal where, in her or his view, it is vexatious, trivial or unlikely to have bearing on the election outcome.

6.5 The Tribunal shall follow the principles of natural justice in its deliberations:

(a) The student shall be given the opportunity to present her or his case (though this does not necessarily require an oral hearing);

(b) The person about whom a complaint is made shall be informed of the details of the complaint and shall have the opportunity to respond;

(c) Any member of the Tribunal who has a conflict of interest in hearing a particular case shall withdraw from consideration of that appeal or complaint, and shall be replaced by the person or body who appointed her or him;

(d) Where a complaint or appeal is rejected, the Tribunal shall state its reasons, which shall be communicated in writing to the person who lodged the complaint or appeal.

6.6 The Tribunal shall have the power to:

(a) dismiss a complaint or appeal;

(b) order nominations reopened;

(c) declare a nomination or nominations invalid;

(d) declare valid a nomination which the Returning Officer did not accept;

(e) instruct the Returning Officer to vary or implement an electoral process, provided this is not contrary to the requirements of the Election Regulations;

(f) declare that a candidate who was declared elected was not validly elected;

(g) declare a candidate validly elected who was not returned elected;

(h) declare part of an election invalid and order a new election for that position;

(i) declare an election wholly invalid and order new elections;

(j) impose a fine or other form of penalty on any candidate or electoral officer. Such fines and penalties may not exceed those allowed for in
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<tr>
<th>Statute 23.</th>
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<tr>
<td>6.7 The Tribunal shall make its determination on the outcome of the elections within fourteen days of the deadline for the lodging of appeals and complaints.</td>
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Effective date: 10/04/2007

Result: In accordance with Senate Standing Order 3.9.5, an absolute majority of members of the committee voted in favour of the resolution below.

Members eligible to vote:

Mr Terry Budge (Chair)
Prof. John Yovich (Vice Chancellor)  
Mr Brian Aitken  
Ms Janice Bowra  
Prof. Stuart Bradley  
Prof. Nick Costa  
Ms Alison Gaines  
Mr Gerry Georgatos  
Mr Philip Hocking

Abstentions: Nil

Secretary: Jeremy Rigg

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

Nil declared.

2. EXECUTION OF LOAN FACILITIES

On 23 February 2004, by resolution S/10/2004 Senate authorised the borrowing of $10m to fund the construction of the Wesfarmers building. These borrowings have been subsequently included in budgets approved by Senate in 2005, 2006 and 2007. Delays in receiving Treasury approval for the borrowing have resulted in the application to being changed from funding the Wesfarmers building (now completed) to funding construction of the Peel campus expansion.

On 23 March 2007, Resources Committee considered the revised documentation for these borrowings, and passed a resolution (RC/06/2007) authorising the execution of that documentation, and not requiring further Senate approval on the basis that the borrowing had previously been approved by Senate.

Concerns have now been raised by the State Solicitors Office that the documentation does not fall within the class of documents set out in authorisations to affix the Official Seal that have previously been passed by Senate (as per resolution S/54/2004). To resolve this concern, it is proposed that Senate pass the resolution set out below.

To authorise the General Counsel for the purposes of Clause 1 of Statute No. 1, to use the University’s Official Seal in relation to the signing of any facility, loan or security documentation with respect to any loan or other financial accommodation negotiated from time to time with the Western Australian Treasury Corporation or any other party providing any loan or other financial accommodation of any type to Murdoch University from time to time.
<table>
<thead>
<tr>
<th>Resolution</th>
<th>Action officer</th>
<th>Action required</th>
<th>Completed on</th>
</tr>
</thead>
<tbody>
<tr>
<td>S/01/2007</td>
<td>Assistant University Secretary</td>
<td>Notify Finance Department of Senate’s approval of the financial statements for year ending 31.12.2006</td>
<td>19.03.2007</td>
</tr>
<tr>
<td>S/02/2007</td>
<td>Assistant University Secretary</td>
<td>Speak with Director, Internal Audit and Chair of Audit &amp; Risk Management Committee, asking them to notify the office of Auditor General of Senate’s concern at the size of increase in the level of the audit fees for 2006 and the lack of consultation from the Office of the Auditor General, in imposing those fees on the University.</td>
<td>19.03.2007</td>
</tr>
<tr>
<td>S/03/2007</td>
<td>Executive Manager, Vice Chancellery</td>
<td>Prepare letters of congratulation to Dr Rowan Strong &amp; Associate Prof Lorraine Marshall from Chancellor, on behalf of the Senate.</td>
<td>19.03.2007</td>
</tr>
<tr>
<td>S/04/2007</td>
<td>Assistant University Secretary</td>
<td>Write to the Minister for Education and Training requesting ratification of Statutes 5 &amp; 17</td>
<td>17.04.2007</td>
</tr>
<tr>
<td>S/05/2007</td>
<td>Assistant University Secretary</td>
<td>Notify Secretary of Resources Committee of Senate approvals</td>
<td>19.03.2007</td>
</tr>
<tr>
<td>S/06/2007</td>
<td>Assistant University Secretary</td>
<td>Notify Finance Department of Senate’s approval of write-off debt, as at 31/12/2006</td>
<td>19.03.2007</td>
</tr>
<tr>
<td>S/07/2007</td>
<td>Assistant University Secretary</td>
<td>Notify Finance Department of Senate’s approval of write-off debt for the Veterinary Hospital, as at 31/12/2006</td>
<td>19.03.2007</td>
</tr>
<tr>
<td>S/08/2007</td>
<td>Assistant University Secretary</td>
<td>Notify Finance Department of Senate’s approval of payments for the period 29/10/2006 to 01/12/2006.</td>
<td>19.03.2007</td>
</tr>
</tbody>
</table>
Date: Wednesday, 28 February 2007

Present: Professor Michael Borowitzka (President)
Professor John Yovich (Vice Chancellor) Dr Judy MacCallum
Associate Professor Parisa Bahri Associate Professor Dora Marinova
Dr Robert Bennett Dr Rhonda Marriott
Professor Stuart Bradley Associate Professor John Pluske
Mr Ian Callahan Professor Jim Reynolds
Professor Arnold Depickere Ms Eden Ridgeway
Ms Deborah Hamblin Dr Rajasundram Sathiendrakumar
Mr Reece Harley Professor Andris Stelbovics
Dr David Holloway Dr Anne Surma
Dr Cassandra James Professor Jan Thomas
Mr Lloyd Johnson Professor Iain Walker

Apologies: Ms Bee Lay Addis, Professor Yianni Attikiouzel, Ms Christine Cunningham,
Mrs Carolyn Jones, Professor Gary Martin, Mr Matt Vapor

Observers: Mr Terry Budge (Chancellor) – Item 4
Ms Stefanie Dobro – Item 4
Mr Darren Munday

Secretary: Mrs Tamara Martin

1. WELCOME

Prior to the commencement of the meeting members of Council enjoyed refreshments
and had the opportunity to meet the new Chancellor of Murdoch University, Mr Terry
Budge. At the commencement of the meeting the Chancellor was welcomed to
Academic Council and congratulated on his appointment.

2. MINUTES

The minutes of the meeting held on 31 January 2007 were confirmed.

3. STRATEGIC PLANNING AND ACADEMIC QUALITY (SPAQ) REPORT – VICE
CHANCELLOR

The attached document is the PowerPoint delivered by the Vice Chancellor during his
Strategic Planning and Academic Quality (SPAQ) report to Council. Key points raised
were:

- In 2006 the University had its highest ever student load (this is attributed to
  the extra places received in 2005);
- Offshore load is increasing;
- Murdoch University is performing well in overall student satisfaction
  compared to other WA and National universities. This is the category used for
awarding five star rating and for determining winners of teaching and learning performance fund grants;

- Total student load is generally above the sector average;
- Graduate employment outcomes have improved. In 2005 the University was 1.7% below the state average. In 2004 this figure was 4% and at that time a target was set to be within 2% of the state average;
- In 2006 research income was a record $35 million. The areas of interactive television, nursing, veterinary and biomedical sciences, biology and environmental science all had significant increases in research income;
- For research performance based on funding allocation per full time teaching staff member, Murdoch University was 8th in Australia. It is the only University with research intensive ranking without a medical school;
- The RQF will increase research competition.
- With relative decreases in government funding the University must develop other areas of income generation;
- Murdoch University aims to have an operating income with a surplus;
- Significant achievements during 2006 included: the well run AQUA audit which had realistic self assessments for which the university received many commendations; the budget surplus of $6.6 million; Successful negotiation of Collective Workplace Agreements; First ever NHMRC Program Grant to Murdoch and the only one in WA for 2006 and Banksia Association formation and launch.

The Vice Chancellor advised about the possibility for development of a function centre. The facility would be able to be used for conventions with rooms for 50 – 150 people. It would include a new senate suite, with the current senate suite able to be used for teaching.

Resolved: to note the Vice Chancellor’s 2007 Strategic Planning and Academic Quality (SPAQ) Report as attached to the agenda.

4. DRAFT STRATEGIC PLAN 2007 - 2010

The Chancellor joined Academic Council for the discussion of this item. Feedback received on the revised plan from Council members will be provided to Senate for consideration at its retreat on 9 - 10 March 2007. Members were also welcomed to provide the Vice Chancellor with any feedback following the meeting for consideration at the Senate Retreat.

Since the last meeting the draft Strategic Plan 2007 – 2010 has been amended slightly. The attached document as tabled at the meeting provides an overview of the plan.

Key points raised by the Vice Chancellor included:

- The Mission Statement has not changed;
- The themes of the 2003-2007 Strategic Plan of equity and social justice, sustainability, global responsibility and innovation and entrepreneurship were well embraced by the Murdoch University community. These are now a part of the Murdoch culture and it is within that culture that the new Strategic Plan will be developed;
- The new strategic plan has four main themes: Quality The University needs to determine its ongoing position on this and make decisions for the type of organisation they want Murdoch University to be.

Our people Want to provide excellent development for new and existing
Murdoch University staff.

- **Engagement** This would be with internal and external stakeholders. Current activities in this area are occurring through the Banksia Association and Alumni. Engagement will assist the University in issues of accreditation, verification and relationship building.

- **Commercial and Financial Rigour** This will underpin all other themes.

- **Academic Council** will have a role in ensuring decisions made by the University fit the themes and other parts of the Strategic Plan.

Members of Academic Council expressed support for the themes and endorsed the overall themes of the Strategic Plan. If Senate approves the themes and key goals at its retreat operationalisation of the themes and goals will commence. Staff engagement with the strategic plan and issues chosen for focus will be key to their successful operationalisation.

Feedback provided by members of Academic Council included:

- There was strong support for the inclusion of “Our People” as a main theme.
- The recent branding exercise which focused on the promotion of an honest image may help in setting the tone of the themes.
- Themes need to be embraced and embedded so those within and outside Murdoch recognise the University for these.
- Any themes chosen must be acted upon and embedded in culture and practices and not simply talked about.

One member questioned whether there should be a separate theme focusing on students. The Vice Chancellor advised that the themes do provide for students as underpinning each one is the provision of a positive education outcome for students. Members agreed that students are implicit throughout the themes.

The Vice Chancellor spoke to the four goals of the draft Strategic Plan (Education, Research, Student Profile and Resource Management). Key points raised regarding these goals included:

- **Student profile (undergraduate/postgraduate/international/offshore mix)** - the University needs a good balance so as not to fall victim to sudden changes in student profile. Many staff like to teach different types of students and a balance will provide for this.
- **The University may choose to cap its Commonwealth subsidised places in order to be able to focus more on high quality education rather than quantity.**
- **Resource management – Staff must be aware of and accountable for the consequences of their decision making.**
- **All four goals are underpinned by higher level strategies.**

Academic Council noted that the operationalisation of goals will require significant decisions and this needs to be projected as a positive exercise. Through debate and communication with the rest of the University Academic Council will play an important role in determining the best way to progress the underpinning strategies and achieve these goals.
Feedback provided by members of Academic Council included:

- Balance will be required as some high quality courses do not have high levels of demand. Similarly, high market share does not necessarily mean high demand. The University may not want to offer a course if the course is offered by four WA universities and Murdoch is the fourth choice for students.
- Members discussed whether the four themes should be interwoven with the Mission. It was agreed the current Mission should be maintained as it is short and succinct whilst talking about what the University will deliver in broad terms.
- Links between the goals of research, scholarship and teaching should be considered in the plan where appropriate.
- The student experience on campus, but outside of the classroom should be captured. It was noted strategies will do this.
- Themes from the 2003 – 2007 Strategic Plan should remain as ongoing values for the 2007 – 2010 Strategic Plan.

Members were advised that KPIs are currently being developed to measure whether goals chosen are successful or not. For each theme and underpinning goal and strategy there will be targets and the University must be conscious of the decisions it makes and their impact on other areas in working to achieve these targets.

**Function Centre**

Members supported in principle the possible establishment of a function centre facility which they saw as a very positive addition to the University. It would provide a facility for showcasing Murdoch for research and scholarship and would allow large numbers of people from outside the University to attend campus to take part in conferences, workshops and other activities. If the University wishes to focus on quality research, teaching and engagement this should occur in a quality facility. Significant resourcing decisions on issues such as this will impact on choices made throughout the University. Academic Council’s expression of support for a function centre will be forwarded to Senate.

5. **ORGANISATIONAL REVIEW**

The Vice Chancellor advised Council members that the University will be undertaking an organisational review to be lead by the Deputy Vice Chancellor (Academic) Professor Jan Thomas. The review follows on from the finalisation of the 2007 – 2010 Strategic Plan and branding exercise and coincides with the implementation of RQF.

Some of the key areas the review will consider include:

- Alignment of academic structures to build on areas of intended strength;
- Cross disciplinary academic collaboration;
- Improving career and personal development for staff;
- Providing leadership roles for academic staff;
- The profile of the University and how best to promote its strengths to the community and business sectors; and
- Whether optimal academic groupings exist to advance the teaching and research profile. This will link into broader review processes in the areas of student administration, human resources and financial management to ensure they are aligned with academic structures.

The timeline for this review is not set, however it is expected recommendations will be made by October so they can be implemented for the 2008 calendar year. Input will be sought from the University community as part of this review.
Resolved: to endorse the review of optimal academic groupings to advance Murdoch University’s teaching and research profile.

6. SETTING OF KEY ISSUES FOR THE CONSIDERATION OF COUNCIL DURING 2007

Through the Recognition of Excellence in Teaching and the Measurement of Excellence in Learning & Teaching working parties Academic Council will continue to consider the priority issues identified for 2006 throughout 2007.

The Deputy Vice Chancellor (Academic) suggested members consider adding the issue of student engagement and the learning journey for focus during 2007. This would involve considering student poverty and what this means at the teaching and learning interface strategically for the University. Academic Council should understand how the student experience impacts on what is provided to students in terms of course structures and services available through areas such as the TLC and equity.

Student members advised there are already several initiatives on campus that assist students such as the Guild’s 8 ball program and the availability of online learning.

Academic Council agreed to adopt the theme of student engagement. An initial group of the DVC (Academic), President of Academic Council, Guild President, Guild Education Vice President and Ms Deb Hamblin will meet to discuss this issue in more detail with further information on how to progress this theme to be provided to the 18 April, 2007 meeting.

7. STRATEGIC PLAN AND ACADEMIC QUALITY (SPAQ) REPORT THEME SETTING AND TIMETABLE FOR 2007

This item will be presented to the 18 April, 2007 meeting.

8. REVIEW OF ACADEMIC COUNCIL AND ITS SUBORDINATE BODIES POLICY

During the Whole of Institution Audit (WOIA) and Australian Universities Quality Agency (AQUA) audits Murdoch University self identified that Academic Councils subordinate bodies need a regular self review period. The Review of Academic Council and its Subordinate Bodies policy recommends that Academic Council/Senate undergo a joint review every 6 years whilst standing committees undergo a self review every three years, unless otherwise stated in their terms of reference.

The Vice Chancellor noted that a joint review of Academic Council and Senate could commence in mid-2007.

Resolved: to RECOMMEND to Senate to approve the ‘Review of Academic Council and its Subordinate Bodies’ policy as attached to the agenda.

9. VICE CHANCELLORS REPORT

The Vice Chancellor highlighted some key points in his written report. He also advised members that Murdoch University had recently sold land in Forestdale for $40 million and that this money had been put into an endowment fund which will provide dividends for strategic investment.
Resolved: to note the Vice Chancellors report as attached to the agenda.
AC/26/2007

10. ACADEMIC PLANNING

Subject to the correction of the course structure for the Bachelor of Science/Bachelor of Chiropractic the Deputy Vice Chancellor (Academic) advised Council that there were no policy implications for any of the academic planning recommendations in the report attached to the agenda.

Resolved: (i) to approve the introduction from Semester 2, 2007 of the Postgraduate Certificate in Gifted and Talented Education, with the structure as attached and located within the Division of Arts; and

(ii) to RECOMMEND to Senate to amend Schedule 2 of the Postgraduate Coursework Regulations [additions in bold]:
Insert: Postgraduate Certificate in Gifted and Talented Education

(iii) to note the amended structures of the following undergraduate courses as attached and located within the Division indicated:

<table>
<thead>
<tr>
<th>Course</th>
<th>Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biotechnology (BSc) + Management (BCom),</td>
<td>DSE/Arts</td>
</tr>
<tr>
<td>Biotechnology (BSc) + Marketing Management</td>
<td></td>
</tr>
<tr>
<td>(BCom), Biotechnology (BSc) + Entrepreneurship</td>
<td></td>
</tr>
<tr>
<td>and Innovation (BCom)</td>
<td></td>
</tr>
<tr>
<td>Chiropractic (BChiro, BSc)</td>
<td>Health Sciences</td>
</tr>
<tr>
<td>Engineering (BE)</td>
<td>DSE</td>
</tr>
<tr>
<td>Engineering Technology (BTech)</td>
<td>DSE</td>
</tr>
<tr>
<td>Environmental Engineering (BE)</td>
<td>DSE</td>
</tr>
<tr>
<td>Law (LLB) + Other Bachelor Degree</td>
<td>Arts</td>
</tr>
<tr>
<td>Marketing and the Media (BMM)</td>
<td>Arts</td>
</tr>
<tr>
<td>Public Policy and Management (BA)</td>
<td>Arts</td>
</tr>
<tr>
<td>Veterinary Science (BVMS, BSc)</td>
<td>Health Sciences</td>
</tr>
</tbody>
</table>
(iv) to note the amended structures of the following postgraduate courses as attached and located within the Division indicated:

<table>
<thead>
<tr>
<th>Course</th>
<th>Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Diploma in Education (Primary/Secondary)</td>
<td>Arts</td>
</tr>
<tr>
<td>Master of Veterinary Studies in Small Animal Medicine and Surgery</td>
<td>Health Sciences</td>
</tr>
<tr>
<td>Postgraduate Certificate in Policy Studies</td>
<td>Arts</td>
</tr>
</tbody>
</table>

(v) to note the amended structures of the following minors as attached and located within the Division indicated:

<table>
<thead>
<tr>
<th>Minor</th>
<th>Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developmental Psychology</td>
<td>Health Sciences</td>
</tr>
<tr>
<td>Issues in Global Development</td>
<td>Arts</td>
</tr>
<tr>
<td>Organisational Psychology</td>
<td>Health Sciences</td>
</tr>
<tr>
<td>Social Psychology</td>
<td>Health Sciences</td>
</tr>
</tbody>
</table>

(vi) to note the amended title of the Bachelor of Science in Cyber Forensics and Information Security and Management to the Bachelor of Science in Cyber Forensics, Information Security and Management;

(vii) to note the amended title of the Master of Veterinary Studies in Small Animal Medicine and Surgery to the Master of Veterinary Studies in Small Animal Practice; and

(viii) to note that the ‘Postgraduate Diploma in Environmental Forensics’ is NA in 2007.

11. AWARD OF DEGREES, DIPLOMAS AND CERTIFICATES

On the recommendation of Divisional Boards Academic Council agreed to note the approval of degrees, diplomas and certificates as attached to the agenda.

Resolved: AC/28/2007

(i) to approve the award of degrees, diplomas and certificates on the list as attached to the agenda; and

(ii) to note the rescission of the award of the Bachelor of Law/Bachelor of Arts awarded to Mr James McHale (30173215) on 31 January 2007 [AC/7/2007(ii)].
12. DEVELOPMENTAL TRANSCRIPTS – FURTHER 2007 APPLICATION

Resolved: AC/29/2007 to approve the Murdoch Association for Biomedical Students (MABS) as a new volunteer program in the Division of Health Sciences as attached to the agenda for inclusion in Developmental Transcripts in 2007.

13. INTERMEDIATE AWARDS POLICY

As part of the three yearly policy review cycle APC recommended amendments to the Intermediate Awards policy at its 16 February, 2007 meeting.

Resolved: AC/30/2007 (i) to approve the revised ‘Intermediate Awards’ policy as attached; and
(ii) to rescind the ‘Intermediate Awards’ policy as approved by AC/83/2004.

14. ACADEMIC STAFF PROMOTIONS POLICY AND PROCEDURES – PART 1 PROMOTION TO LECTURER (LEVEL B); PART 2 PROMOTION TO LECTURER (LEVEL C); PART 3 PROMOTION TO ASSOCIATE PROFESSOR (LEVEL D); AND PART 4 PROMOTION TO PROFESSOR (LEVEL E)

Amendments to the Academic Staff Promotions Policy and Procedures - Part 1 Lecturer Level B; Part 2 Lecturer Level C; Part 3 Promotion to Associate Professor Level D; and Part 4 Promotion to Professor Level E were recommended by the Professorial Promotions & Probationary Review Committee.

Resolved: AC/31/2007 to RECOMMEND to the Vice Chancellor to approve amendments to the ‘Academic Staff Promotions Policy and Procedures - Part 1 Lecturer Level B; Part 2 Lecturer Level C; Part 3 Promotion to Associate Professor Level D; and Part 4 Promotion to Professor Level E as attached to the agenda.

15. REVIEW OF THE STATE AGRICULTURAL BIOTECHNOLOGY CENTRE (SABC)

The review report of the State Agricultural Biotechnology Centre (SABC) and the request to continue the SABC as a University Centre for a further 5 year period was considered by Academic Council on the recommendation of the R&D Board.

Resolved: AC/32/2007 (i) to note the review report of the State Agricultural Biotechnology Centre (SABC) as attached to the agenda; and
(ii) to approve the continuation of the State Agricultural Biotechnology Centre (SABC) as a University Centre for a further 5 year period.

16. REPORT FROM THE DEPUTY VICE CHANCELLOR (ACADEMIC) ON INDEPENDENT STUDY CONTRACTS (ISCS)

In accordance with Clause 26 of the Independent Study Contracts policy the DVC (Academic) has provided a report on ISCs undertaken in 2006 based on information provided by Divisions. No issues of concern were raised by Divisions.
Resolved:  
AC/33/2007  
to note the 2006 Independent Study Contract report from the Deputy Vice Chancellor (Academic) as attached to the agenda.

17. DIVISION OF HEALTH SCIENCES UNITS WITH LOW ENROLMENTS AND ENROLMENT TRENDS

Resolved:  
AC/34/2007  
to note the report of low enrolment units within the Division of Health Sciences as at 31 August, 2006 as attached to the agenda.

18. ACADEMIC QUALITY AUDIT COMMITTEE (AQAC) – REVISED TERMS OF REFERENCE

The Academic Quality Audit Committee (AQAC) recommended amendments to its terms of reference to recognise AQACs role in monitoring progress in the implementation of the Whole of Institution Audit and AQUA recommendations, affirmations and self-identified opportunities for improvement.

Resolved:  
AC/35/2007  
to approve the following revised AQAC Terms of Reference as outlined below (additions in bold):

- to advise Academic Council via Academic Policy Committee on policy changes and any other measures needing to be taken in order to protect the high academic standards of the University.
- to oversee the AOU Review process and monitor progress in implementing associated Action Plans and to advise Academic Council of any issues arising from these reviews.
- to act as an oversight and reference committee during preparation for any Whole-of-Institution or Australian Universities Quality Agency (AUQA) audit and to monitor progress implementing any recommendations, affirmations and other self-identified opportunities for improvement arising from these audits.
- to report to Academic Council at least twice a year (June and November meetings).

19. RESEARCH & DEVELOPMENT BOARD (R&D BOARD) – REVISED MEMBERSHIP

Academic Council was requested to approve the appointment to the R&D Board of Professor Matthew Bellgard for a second term and Professor Igor Bray for a first term. Both appointments are to expire at the commencement of Semester 1, 2010.

Resolved:  
AC/36/2007  
to appoint the following persons to the Research & Development Board, with their term of office expiring at the commencement of first semester 2010:

Professor Matthew Bellgard (second term)
Professor Igor Bray (first term).

20. REPORT FROM THE ASSESSMENT COMMITTEE AND STUDENT APPEALS COMMITTEE

Academic Council noted that a report from the Assessment Committee and Student Appeals Committee will be submitted to the 18 April, 2007 meeting.
21. **MEMBERSHIP - ASSESSMENT COMMITTEE**

Academic Council was requested to approve the appointment to the Assessment Committee of several members.

**Resolved:** (i) to appoint the following members to the Assessment Committee with their term of office expiring on 31 December 2008:
   - Dr Jane Hutchison – Division of Arts Academic staff member
   - Dr Rick Cummings - TLC member
   - Professor Peter Drummond - Chair of the Student Appeals Committee (ex-officio)
   - Dr Anthony Armson - Division of Health Sciences Academic staff member
   - Mrs Helen Bartlett - Divisional Executive Officer (or nominee); and

   (ii) to note the appointment of Ms Eden Ridgeway in her role as the Guild Education Vice President to the Assessment Committee with her term of office expiring on 31 December 2007.

22. **DISESTABLISHMENT AND RECLASSIFICATION OF CENTRES**

Following a recommendation of the Committee for Centres and Areas of Research Strength the R&D Board requested Academic Council ratify the disestablishment of the Centre for Irish Studies and the reclassification to a School based centre of the Centre for Enterprise Collaboration in Innovative Systems (CECIS).

**Resolved:** (i) to note the disestablishment of the Centre for Irish Studies; and

(ii) to note the reclassification of the Centre for Enterprise Collaboration in Innovative Systems (CECIS) to a School based Centre.

**WORKING PARTY REPORTS**

23. **MEASUREMENT OF EXCELLENCE IN LEARNING & TEACHING WORKING PARTY**

It was noted that a written report would be provided to the 18 April, 2007 meeting.

24. **RECOGNITION OF EXCELLENCE IN TEACHING WORKING PARTY**

Academic Council noted the progress report as provided by the Chair of this Working Party.

**Resolved:** to note the progress report from the Recognition of Excellence in Teaching Working Party as attached to the agenda.

25. **AOU REVIEWS SUMMARY AND PROGRESS REPORTS**

25.1 **REVIEW OF UNIVERSITY STUDENT SERVICES – PROGRESS REPORT**

**Resolved:** (i) to note the Response to Review Recommendations Progress Report from the University Student Services review as attached
to the agenda; and

(ii) to require that the Co-ordinator of the Student Services Review provide the Academic Quality Audit Committee (AQAC) with a further progress reports on a six-monthly basis until all strategies have been actioned.

25.2 PROGRESS REPORT ON ACTION PLAN FOR SELF-IDENTIFIED AREAS OF IMPROVEMENT - VETERINARY CLINICAL SCIENCES

Resolved: 
AC/41/2007

(i) to note the Progress Report on the Action Plan for Self-Identified Areas for Improvement from Veterinary Clinical Science as attached to the agenda; and

(ii) to adopt the recommendations of the Veterinary Clinical Science Review Panel as modified by the President of Academic Council as attached to the agenda.

26. SENATE
This item was noted.

27. NEXT MEETING
The next meeting will be held on Wednesday 18 April 2007 at 1.30 pm in the Senate Room.

Meeting concluded at 3.45pm

Signed as a true record of the meeting of the Academic Council held on 28 February 2007.

PROFESSOR MICHAEL BOROWITZKA - CHAIR

Dated:
REVIEW OF ACADEMIC COUNCIL AND ITS SUBORDINATE BODIES

PREAMBLE
Periodic and regular review of Academic Council and its subordinate committees is an important aspect of quality management and the effective operation of these bodies. This policy provides for regular review of Academic Council and its subordinate bodies.

POLICY
1. Academic Council shall be reviewed at least once every six (6) years. The review shall be a joint Senate/Academic Council review with the dates and composition of the review panel to be determined by the Chancellor and the President of Academic Council and approved by Academic Council and Senate.

2. Terms of reference for reviews shall be:

   2.1 to review the role and functions, membership, and committee system of Academic Council, links between Council and Senate, and links with the senior executive, and recommend any changes to these which it believes will benefit the University (including recommendations for any consequential changes to the Statutes and Regulations);
   2.2 to consider any other issues referred to the review panel by Senate and Academic Council; and
   2.3 to consult widely within the University community, including an e-mail to all staff inviting their comments and suggestions

3. All standing committees of Academic Council shall carry out a self review at least every three (3) years unless stated otherwise in their terms of reference.

   The self review shall consider:
   3.1 the relevance of the terms of reference and membership of the committee;
   3.2 the effectiveness of the decision making processes of the committee;
   3.3 the implementation of any recommendations of the committee; and
   3.4 any other issued referred to the committee by the President of Academic Council.

4. The standing committee shall seek comments from the University community.

5. The standing committee shall provide a report of the outcomes of the self-review and any recommendations arising to Academic Council.

Responsibilities:

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<tr>
<th>Responsible Officer</th>
<th>Secretary Academic Council</th>
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<tbody>
<tr>
<td>Implementation Officers</td>
<td>President of Academic Council, Chairs Academic Council Sub-Committees</td>
</tr>
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<td>------------------------</td>
<td>------------------------------------------------------------------</td>
</tr>
<tr>
<td>Information Contact Officer</td>
<td>Secretary Academic Council</td>
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**Related Materials/ Policies:**

*Standing Orders for Academic Council and Subordinate Bodies*

*Academic Council – Statute No. 5*

**Revision History:**

<table>
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<th>Date</th>
<th>Committee</th>
<th>Resolution Number</th>
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</tbody>
</table>
1. DECLARATIONS OF INTEREST (SENATE STANDING ORDERS CLAUSE 4.2)
   Nil.

2. MINUTES OF PREVIOUS MEETING
   The minutes of the meeting held on 8 February 2007 were approved.

4. MATTERS ARISING FROM PREVIOUS MEETING
   - There were no matters arising from the previous meeting.

5. POTENTIAL PROJECTS & DEVELOPMENT PLANS AT SOUTH STREET
   Members were provided with an update of current development plans and activities on the South Street campus by Deputy Vice Chancellor (Corporate). Members scrutinised updated drawings and campus layout showing the location of new buildings, proposed roadways, access and linkage points (which drawings are incorporated and form part of these minutes as future reference points). The presentation underlined the significant activity planned over the next few years.
   Members noted:
   - Melville Council has requested an update of the approved campus master plan given the extent of development activities. This is not a major consultative process with Council and the wider community as the planned changes are relatively minor and broadly incremental in nature. However, there will be limited engagement with the community.
   - Current Planning approvals allow up to 6 storey buildings but University guidelines suggest buildings up to 3 to 4 storeys;
   - Buildings for the bio-security complex will impinge on the veterinary paddocks. Alternative areas to re-locate the paddocks have been identified and will require investment in reticulation infrastructure. Provision for parking is being reviewed with the tenants. However this issue is not being helped by Transperth who are insisting on a large sum to provide a feeder service from the Murdoch railway station.
• New roads are being planned with an eye to ensuring continuity and linkage through all parts of the campus. Similarly care will taken to avoid the creation of isolated islands of University land. Roads will be designed with safety and accessibility as dominant factors;

• Wherever practical, new buildings will be situated in and around existing built precincts;

• New student accommodation buildings will be developed with retention of the existing pine tree population;

During the subsequent debate, members emphasised

• the need to ensure traffic calming strategies are deployed. A current popular methodology is to narrow roads to the extent that cars parked on such roads act as natural slow points for moving vehicles. However care needs to be taken to allow for other impediments such as the prevalence of extended side view mirrors which are potential impact points for pedestrians;

• the requirement for reticulation appropriate for the new paddock site; and

• good accessibility to the Beeliar corridor was desirable.

6. SENATE ENVIRONMENT REPORT 2006

The Environmental report for 2006 was tabled. It was noted this was in compliance with members’ recent request to have the report completed soon after calendar year end.

The report has been re-designed to align it to the Environmental Management System (“EMS”) that was deployed at the end of last year. This will improve tracking and audit trails as well as the ability to generate updates referencing each category and section of the EMS. Previous reports were seen as being somewhat difficult to comprehend given much of it was in tabular format. Consequently, the 2006 report contains graphical representations that can better illustrate performance and data.

During compilation of the report, some difficulty was encountered in verifying sources and basis of historical data, partly due to turnover of staff. This has prevented full appreciation or understanding as to the cause or reasons for changes in the statistics. Going forward, the plan is to improve data integrity, applying widely used systems and tools that will provide transparency and auditable data which can be readily traced.

Mrs Caroline Minton, Senior Environmental Officer, went through the main headings of the report outlining the highlights of each section, emphasising the improved focus on environmental concerns and issues which are reinforced through external advice from experts, such as Kings Park staff, in the search to provide sustainable solutions to all facets of the University’s environmental footprint.

Members deliberated on the form of the report agreeing that it was very comprehensive and provided valuable reference information into which the Committee could delve. The report could be truncated for the purposes of tabling to the Senate as Senators should only need to see the high level issues and have a sense of how well the Committee has accomplished its work plan and monitoring activities over the calendar year.

Members reviewed the detail of the report, raising several issues in regard to the usage of ambulators such as red gums which some saw as having drawbacks in terms of being a relatively bad horticultural species. Similarly the proposed use of marris
could be seen as a safety issue due to their propensity to drop gumnuts on pathways. Causes of the gyration in water consumption year on year were also debated as was the need to address energy consumption. It was though a ‘user pays’ metering system was probably the best way to achieve significant reductions in power consumption, provided all employees take ownership and personal accountability for their actions (or inaction) in that regard.

It was noted that there was confusion amongst the University community as to which plant is the University’s emblem. It was agreed that the original documentation from 1973 should be researched to clarify the matter once and for all.

It was agreed the scientific and technical issues should be canvassed by members outside the Committee, with comments fed through to the Environmental Planning Co-ordinator over the course of the next few days.

The meeting congratulated Mrs Minton on the report and confirmed a similar report should be prepared for Committee review each year (along with the annual high level Senate report that will concentrate and report on the Committee’s work). The use of graphics was encouraged together with commentary on the causes or reasons for divergence in data results, once data integrity issues have been resolved. The amended 2006 Senate report can be circulated to members early next week.

7. CARNABY’S BLACK COCKATOO SURVEY

Mrs Minton reviewed the progress of the survey that has been initiated to record the lifestyle and activities of the population of Carnaby’s Black Cockatoo.

It was noted that a recent seminar had been very successful in that over 60 people attended, including ground staff. A volunteer group has been formed that will commence observational studies for 4 consecutive week-ends prior to most of the cockatoo population moving to the wheat belt for winter. The survey will be conducted over 8 known locations both within and outside University boundaries. An easy to complete form has been devised to help volunteers note their observances.

8. EUROPEAN HOUSE BORER

Mrs Minton explained that there are currently no known borers on the South Street campus. However, there are infestations nearby and constant vigilance is required to maintain the status quo. A management plan has been devised to manage the risks and provide practical advice on dealing with the problem. It was noted that whilst borers will typically attack unseasoned pine, there are instances of infestation in weep spots and are often unseen high up living pine trees. Recently a group of pine stumps has been moved into the curator’s compound where they have been ground down ready for mulching in a few days time. Relevant staff are being trained up to help combat these risks. Equally suppliers’ staffs are made aware of the problems and, for example, are banned from bringing on to campus items such as pallets when making deliveries. Other initiatives include the removal of pine saplings near the areas of known infestation although this is a case of balancing the needs of the Black Carnaby’s cockatoo population. Orphan pine material is also collated on a regular basis.

9. ANY OTHER BUSINESS - NO SMOKING BAN

At the request of Prof Jennings, a recent news article (West Australian – 28 October 2006) was tabled detailing the fact that state government owned hospitals are to enforce a total no smoking ban on its sites.

The Committee Secretary was instructed to review the ability of the Committee to review this matter and report back to the Chair.
Signed as a true record of the meeting of the Environmental Committee held on 14/04/2007

MR GARRY HUNT
CHAIR

Dated: May, 2007
1. **APOLOGIES**
   Nil.

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

3. **CONFIRMATION OF MINUTES**
   The Committee confirmed the minutes of the meeting held on 15/05/2006.

4. **NEW SENATE MEMBERS**
   The Committee considered the nominees on the confidential register and recommended that the Chancellor and Vice Chancellor approach the nominees to ascertain their interest in joining the University’s Senate. The Chancellor recommended that any Committee member who had issue with any of the nominees presented, contact him with their concerns

   **Resolved:**
   To authorise the Chancellor and Vice Chancellor to approach potential Senate members on the confidential register to ascertain their interest in joining the Murdoch University Senate.
   
   GNC/01/2007

5. **2007 SENATE REPORTS WORKPLAN**
   The Committee considered the 2007 workplan and agreed to forward any additional comments on the plan to the Chair. The Committee also agreed to authorise the Vice Chancellor and Chancellor to obtain input from the DVCs, and to finalise the plan.

   **Resolved:**
   To authorise the Vice Chancellor and Chancellor to obtain input from the DVCs, and to finalise the 2007 Senate Report Workplan.
   
   GNC/02/2007

6. **STATEMENT OF GOVERNANCE PRINCIPLES DOCUMENT**
The Committee considered amendments to the Statement of Governance Principles document and agreed to authorise the amended, as *attached* in mark up.

**Resolved:** To recommend to Senate to approve the Statement of Governance Principles documents as *attached* in mark up.

7. **RESOLUTION REGISTER**

The Committee noted the resolution register.
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Introduction

On 16/08/2004 Murdoch University’s Senate approved and adopted this Statement of Governance Principles (“SGP”). It applies to both the Senate and its various standing committees and working parties. The SGP consolidates and codifies:

- the role and functions of the Senate and its standing committees and working parties;
- a code of conduct/ethics for Senate members; and
- the standing orders that apply to meetings of the Senate and its committees and working parties.

The SGP consolidates and replaces a number of previous resolutions of Senate dealing with various aspects of the material covered.

All new members of Senate and persons co-opted onto committees and/or working parties, will receive a copy of the SGP for information and guidance, and are expected to familiarise themselves with its contents. The SGP applies to all members of Senate and third parties co-opted to serve on its committees and working parties.

1. Definitions

1.1. Throughout this document:

1.1.1. “Controlled Entity” has the meaning ascribed in section 50AA of the Corporations Act.


1.1.4. “National Governance Protocols” means the National Governance Protocols as specified in the Commonwealth Grant Scheme Guidelines gazetted on 7 June 2004.

1.1.5. “Senate” means the governing body of Murdoch University, and includes any committees and working parties appointed by the Senate.

1.1.6. “Senator” means a member of the Senate and any third party co-opted to serve on a Senate committee or working party.


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Senate Charter

1. General

1.1. Good governance promotes better performance. All of Murdoch’s stakeholders are entitled to demand performance, fairness, transparency, accountabilty and appropriate disclosure from the Senate. This dictates that a comprehensive professional focus on effective governance must take high priority.

1.2. The Senate recognises that it is not always easy to distinguish between what is properly governance, and therefore the responsibility of the Senate, and what is management. The Senate adopts the following as a useful starting point in differentiating between the two roles:

There is a world of difference between governance and management. Governance involves the responsibility for approving the mission and goals of the institution; the oversight of its resources; the approval of its policies and procedures; the appointment, review and support of its president; and an informed understanding of its programs and activities. Management, in contrast, involves the responsibility for the effective operation of the institution and the achievement of its goals within the policies and procedures set by the board; the effective use of its resources; the creative support and performance of teaching, research and service; and maintenance of the highest standards of scholarly integrity and professional performance. The responsibility of a board is to govern but not to manage. “Noses in, fingers out” remains sound and tested advice to board members.³

1.3. As part of its ongoing commitment to improving Murdoch’s governance standards, the Senate has adopted this SGP. The purpose of this Charter is to set out the guiding governance principles and practices that should be upheld at all times. The Charter is also intended to bring together the policies and procedures that the Senate adopts from time to time and which form part of best practice governance.

2. The Senate’s role and responsibilities

2.1. The Senate’s role and responsibilities are derived from two sources, namely the Murdoch Act and specific resolutions that the Senate has passed.

2.2. The Murdoch Act:

2.2.1. specifies that the Senate is the governing body of the University⁴;

2.2.2. gives the Senate responsibility for “the entire control and management of the affairs and concerns of the University” and empowers it to “act in all matters concerning the University in the manner which to it appears most likely to promote the objects and interests of the University”⁵;

and

2.2.3. provides that the Senate:

2.2.3.1. will appoint, and may vary or terminate the appointment of, the academic and other staff, officers and servants of the University⁶;

2.2.3.2. in the name and on behalf of the University and in accordance with the University’s statutes and regulations, has the power to award degrees and other academic distinctions, and may grant honorary degrees and other distinctions

⁴ Sub-section 17(1) of the Murdoch Act.
⁵ Paragraph 17(2)(a) of the Murdoch Act.
⁶ Paragraph 17(2)(b) of the Murdoch Act.
to approved persons, and may for good cause deprive persons of any degree or other distinction granted or awarded by the University; 

2.2.3.3. in the name and on behalf of the University, may, with the approval of the Governor and in the manner and to the extent permitted by the Murdoch Act, make, alter and repeal by-laws for the purpose of managing, preserving and protecting the University’s land and regulating the use of those lands by any person and the conduct of persons when on or upon those lands;

2.2.3.4. may, with the approval of the Governor and in the manner provided by the Murdoch Act, make, alter and repeal statutes with respect to the constitution, management, good government and discipline of the University.

2.3. The Murdoch Act also permits the Senate to delegate any of its functions (other than its power of delegation and making statutes, by-laws and regulations).

2.4. The Senate has resolved that it will have the following, primary responsibilities:

2.4.1. The appointment and performance management of the Vice Chancellor

2.4.2. Setting strategic directions for the University

2.4.3. Monitoring University performance against strategic objectives, including, through the Vice Chancellor and Academic Council, the academic activities of the University

2.4.4. Setting risk management policy and critically monitoring the management of risk across the University, including commercial undertakings

2.4.5. Setting policy on strategic matters and on other matters reserved for Senate

2.4.6. Setting and monitoring broad budget and planning frameworks, approving the annual budget and business plan, ensuring that the University finances are sound and taking major financial decisions

2.4.7. Oversight of management

2.4.8. Overview of any controlled entities

2.4.9. Legislative role, including ensuring that the University is acting ethically and in conformity with all legal requirements

2.5. Management should use the Senate as a sounding board to test ideas. On very important issues, papers should be distributed in advance of any Senate meeting and questions/issues invited from Senators, to help flag matters needing to be covered in the final documentation for the Senate agenda.

2.6. Each year the Senate will set its goals/priorities for the coming year, in addition to any for the University.

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7 Paragraph 17(2)(c) of the Murdoch Act.
8 Paragraph 17(2)(d) of the Murdoch Act.
9 Paragraph 17(2)(e) of the Murdoch Act.
10 Sub-section 18(1) of the Murdoch Act.
3. The Senate’s powers

3.1. The following is a list of powers, the exercise of which is reserved to the Senate:

3.1.1. Electing:
   3.1.1.1. the Chancellor; and
   3.1.1.2. the ProDeputy-Chancellor

3.1.2. Co-opting members of Senate

3.1.3. Making, altering and/or repealing by-laws, statutes and regulations

3.1.4. Recommending any proposed amendments to the Murdoch Act

3.1.5. Approving the University’s strategic plan

3.1.6. Receiving annual reports on any substantial variations, both positive and negative, from the desired outcomes in the University’s strategic plan

3.1.7. Appointing the Vice Chancellor, and extending or terminating his or her employment

3.1.8. Appointing an Acting Vice Chancellor when the Vice Chancellor is ill or absent for more than one month

3.1.9. Determining any guidelines for the remuneration and conditions of service of the Vice Chancellor

3.1.10. Delegating to the Vice Chancellor the appointment of professorial selection committees, to be selected after consultation with the President of the Academic Council

3.1.11. Delegating to the Vice Chancellor the appointment of members of the senior executive (ProDeputy Vice Chancellors and Executive Deans), subject to the selection committee for any such position including a Senate member appointed by the Senate on the nomination of the Vice Chancellor

3.1.12. Receiving and noting reports from the Vice Chancellor in relation to the structure and remuneration of the senior executive group

3.1.13. Authorising persons to act under the by-laws

3.1.14. Naming rights for an academic post

3.1.15. Determining any question arising as to whether a person is, or is not, a member of University staff

3.1.16. Approving conditions for the award of Senate Medals

3.1.17. Borrowing and investing money, acquiring and disposing of property, giving security, and granting leases up to of between 10 and 21 years

3.1.18. Establishing investment common funds

3.1.19. Approving investment policy and guidelines

3.1.20. Acting as a trustee

3.1.21. Redeeming debentures

3.1.22. Negotiating loans

3.1.23. Establishing a superannuation scheme

3.1.24. Approving Guild subscriptions

3.1.25. Approving the annual University operating budget

3.1.26. Authorising expenditure from the Development Fund, for amounts above the Vice Chancellor’s delegation

3.1.27. Establishing foundations
3.1.28. Approving the appointment of trustees for the Murdoch University Foundation and the Murdoch University Veterinary Trust
3.1.29. Determining what fees and charges may be imposed
3.1.30. Authorising write-offs of debts and other public property up to $50,000 and recommending write-offs to the Minister where the value exceeds $50,000
3.1.31. Ensuring the effectiveness of accounting and financial management information systems
3.1.32. Authorising certification of the University’s annual financial statements and the certificate of compliance for the annual report
3.1.33. Deciding whether or not to accept external funding of any University posts and facilities where the project, or acceptance of funds from that donor, would be contrary to official University policy or to the statement of the University’s mission and values as approved by the Senate
3.1.34. Developing or acquiring a new campus
3.1.35. Adopting a master plan for use of University land
3.1.36. Naming of buildings or facilities
3.1.37. Approving new buildings and other capital works (including road works and car parks) on campus, their location, and of funds to be allocated to them
3.1.38. Modifying and/or revoking any declaration by the Vice Chancellor under By-law 3 (about access to or use of University land) which gives effect to a Senate resolution
3.1.39. Designating the office of the University
3.1.40. Establishing and naming Divisions
3.1.41. Determining the arrangements that will apply where a particular academic organisation unit not be located in a Division
3.1.42. Deciding whether an institution will be affiliated with the University, and which of its units will be acceptable for admission or for credit towards the University’s degrees or diplomas
3.1.43. Approving incorporation of a University Controlled Entity
3.1.44. For each Controlled Entity, receiving a report on the University’s continued involvement after a 5-yearly review, and deciding whether the body should continue without change; continue with changes; or be wound up
3.1.45. Approving the University’s annual report
3.1.46. Adopting the University’s logo
3.1.47. Approving policy on public comment by members of University staff
3.1.48. Authorising the use of the University’s official seal
3.1.49. Determining which degrees, diplomas and certificates the University offers; their titles, and conditions of their award
3.1.50. Determining the Senate’s standing orders
3.1.51. Appointing the Chair of Senate committees
3.1.52. Discussing sensitive University matters, especially legal/industrial ones

4. Duties and obligations of Senate members

4.1. Being a Senator carries with it responsibilities and obligations. The Senate expects all Senators to take an active interest and role in the governance of the University.
4.2. Senators represent the University and must act in all respects in the best interests of the University as a whole, irrespective of the manner of a particularSenator’s or any constituency that a Senator may feel representative of.

4.3. Each Senator must comply with the provisions of the Senators’ Code of Conduct in performing his or her obligations and responsibilities.

5. Composition of the Senate

5.1. The Murdoch Act dictates the size and composition of the Senate. In compliance with the National Governance Protocols, the maximum size of the Senate is 19, comprised as follows:

5.1.1. Chancellor
5.1.2. Vice Chancellor
5.1.3. 3 persons elected by and from the University’s full-time academic staff
5.1.4. 1 person elected by and from the University’s full-time non-academic staff
5.1.5. 2 persons elected by and from the University’s students
5.1.6. 2 persons elected by and from the University’s Convocation
5.1.7. 6 persons nominated by the Governor, who cannot be either full-time academic staff or students
5.1.8. Up to 3 persons co-opted by an absolute majority of the Senate, who cannot be University staff or employees.

5.2. Section 14 of the Murdoch Act regulates the term of appointment of Senators as follows:

5.2.1. A Senator elected by students has a 1 year term.
5.2.2. A Senator elected other than by students or appointed to the Senate, has a 3 year term commencing from the date he or she took office, and is eligible to hold office for two further such 3 year terms.
5.2.3. A co-opted Senator holds office for a term to be fixed by the Senate, but not exceeding 3 years.
5.2.4. An elected, appointed or co-opted Senator is not eligible to hold office after 3 successive terms, unless he or she first takes at least a 12 month break.

5.3. Other than with respect to elected members, the Senate has delegated the role of making recommendations as to potential new members of Senate to its Governance & Nominations Committee. The Senate selects such members on the basis of their capacity to contribute to the effective working of the Senate by having:

5.3.1. needed skills, knowledge and experience;
5.3.2. an appreciation of the values of the University and its core activities of teaching and research, its independence and academic freedom; and
5.3.3. the capacity to appreciate what the University’s external community needs and expects from it.

5.4. When vacancies are due among:

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12 Sub-section 12(1) of the Murdoch Act.
13 These changes were effected by the Universities Legislation Amendment Act 2005 (WA) which came into effect on 15/08/2005.
5.4.1. the 6 positions on the Senate appointed by the Governor, the Governance & Nominations Committee will identify the sorts of skills and knowledge that should be sought in filling these positions, and recommend to the Minister for Education on the appointment or re-appointment to that vacancy; and

5.4.2. the 3 co-opted positions on the Senate, the Governance & Nominations Committee will identify the sorts of skills and knowledge that should be sought in filling these positions, and recommend to the Senate on the appointment or re-appointment to that vacancy.

6. Independence of Senators

6.1. In accordance with the National Governance Protocols, the composition of the Senate will include the following:

6.1.1. At least 2 Senators will have financial expertise (as demonstrated by relevant qualifications and financial management experience at senior level in the public or private sector)14

6.1.2. At least 1 Senator will have commercial expertise (as demonstrated by relevant experience at senior level in the public or private sector)15

6.1.3. The Senate will comprise a majority of external, independent Senators, who are neither enrolled as a student nor employed by the University

6.1.4. No Senator will be a current member of any State or Commonwealth parliament or legislative assembly, unless the Senate has specifically selected that person.

6.2. For an external Senator to be regarded as independent, he or she must be able to maintain autonomy and independence in decision-making. Generally, an external, independent Senator is someone who:

6.2.1. is not associated directly or indirectly with, or employed by, the University or any of its Controlled Entities;

6.2.2. is not a student enrolled at the University;

6.2.3. has not been employed in an executive capacity by the University in the last 3 years;

6.2.4. is not a principal or employee of a professional adviser to the University;

6.2.5. is not a significant supplier or customer of the University, or otherwise associated directly or indirectly with a significant supplier or customer of the University

6.2.6. has no significant contractual relationship with the University, outside of his or her appointment as a Senator;

6.2.7. is free from any interest or relationship which could, or could reasonably be perceived to, materially interfere with his or her ability to act in the best interests of the University.

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14 This is also a statutory requirement pursuant to section 12(2a) of the Murdoch University Act.

15 Ditto.
7. Committees and working parties

Committees

7.1. To assist it in carrying out its responsibilities the Senate has established committees in accordance with sections 12(3) and 18(1)(a) of the Murdoch Act.

7.1.1. The Senate has approved terms of reference for each committee, setting out matters relevant to the composition, responsibilities and administration of the committee, and other matters that the Senate considers appropriate.

7.2. The delegated authority of each committee is strictly limited to its terms of reference. A committee may:

7.2.1. investigate any activity within the ambit of its terms of reference;

7.2.2. obtain such information as it considers necessary from any employee or officer of the University; and

7.2.3. obtain external legal or other independent advice, as it considers necessary.

7.3. The Senate's current committees are detailed below. Annexure “A” provides details of each committee’s terms of reference, composition and membership criteria.

7.3.1. Audit & Risk Management Committee

7.3.2. Chancellor’s Committee

7.3.3. Environmental Committee

7.3.4. Honorary Awards & Ceremonial Committee

7.3.5. Legislation Committee

7.3.6. Governance & Nominations Committee

7.3.7. Resources Committee

7.3.8. Summer Committee

7.4. Committee membership will be for a term of up to 3 years, with staggered terms.

7.4.1. Members may be reappointed for a further term(s).

7.4.2. Whenever a casual vacancy arises on a committee, it will be filled for a full term, not just the balance of the term of the departing member.

7.5. The Senate will appoint the Chair of each committee.

7.5.1. In the year prior to any committee Chair falling vacant, the Chancellor, Pro-Deputy Chancellor and Vice Chancellor will bring forward recommendations to the November Senate meeting on whom to appoint as the committee Chair.

7.6. Subject to the following, the Chancellor will appoint the members of all committees, other than the Chair.

7.6.1. The individual Chair of each committee will recommend to the Chancellor who should be the members of his or her committee, taking account of the knowledge and skills needed.

7.6.2. The General Counsel & University Secretary will coordinate the membership process (to ensure no Senators are left without a committee), and submit the Chair’s selections to the
Chancellor for approval, with the final committee appointments reported to the February Senate meeting.

7.7. For each committee, there will be a chart of the range of essential and desirable knowledge and skills needed amongst its members. The membership criteria will be used in filling positions, taking precedence over the committee preferences of individual Senators.

7.7.1. At least 50% of the members of any committees will be lay members of Senate, unless the committee’s terms of reference and composition provides otherwise.

7.7.2. Each committee will have at least one member of each gender.

7.7.3. The Chair of each committee will be a lay member of Senate. Where a committee decides it needs a Deputy Chair, it will appoint one from among the Senators on the committee.

7.7.4. The General Counsel & University Secretary will keep a register of committee appointments, including terms and when vacancies will arise.

7.8. Every Senator is expected to serve on at least one committee, in addition to any appointments to working parties.

7.9. All Senators are free to attend meetings of any committee or working party (other than the Chancellor’s Committee) as an observer, provided that they do not have any actual or potential conflict of interest.

7.10. The Vice Chancellor and Guild President will be members ex officio of all committees, with the exception that:

7.10.1. the Vice Chancellor will not be a member of the Audit & Risk Management Committee; and

7.10.2. neither the Vice Chancellor nor the Guild President will be members of the Chancellor’s Committee.

7.11. The Chancellor is not appointed to membership of committees, but may attend any meeting and, when doing so, is regarded as a member for the purpose of achieving a quorum.

7.12. Membership of all committees is for a term of up to 3 years (i.e. it may be less than 3 years in some cases, such as where a Senators term expires before then, or a person is added to a committee for a period when it has a particular focus).

7.12.1. The terms of membership of all committees will be staggered.

7.12.2. Committee members may be reappointed for a further term(s).

7.12.3. Whenever a casual vacancy arises on a committee, it will be filled for a full term, not just the balance of the term of the departing member.

7.13. All committees and working parties have the power to co-opt up to 2 persons (from inside or outside the University).

7.13.1. A co-opted appointment may be for a defined term or project, or for a full 3 year term.

7.13.2. The Senate must endorse any co-opted appointments.


7.14.1. The Chair of a committee will choose a replacement member and submit this name to the Chancellor for approval.
**Working parties**

7.15. The Senate may use working parties where concentrated attention needs to be given to a specific task for a short period of time, usually only several months, and rarely more than a year.

7.16. Working parties will:

7.16.1. be used sparingly; and

7.16.2. not duplicate the work of management or of a committee.

7.17. When establishing a working party, the Senate will:

7.17.1. nominate a Chair from among the members of the working party; and

7.17.2. allocate a specific task and a reporting date for the working party.

8. **Conduct of Senate and committee business**

8.1. The Senate must meet on a regular basis to consider the University’s business.

8.1.1. Generally, the Senate will hold 7 meetings per year, with no meeting in December or January.

8.1.2. No later than the November meeting of the Senate, the General Counsel & University Secretary will provide:

8.1.2.1. a list of proposed dates for the following year’s meetings to the Senate; and

8.1.2.2. a programme for the following year.

8.2. Subject to the ruling of the Chancellor or Chair (as the case may be), all Senate, committee and working party meetings will be conducted in accordance with the *standing orders*, save that the quorum for all committees and working parties will be 50% of the respective membership.

9. **Documentation of decisions**

9.1. As a public body, all decisions must be transparent. The Senate will ensure that:

9.1.1. all decisions and processes are documented;

9.1.2. minutes of all official meetings are prepared and retained; and

9.1.3. adequate procedures are observed for documenting all decisions, events and transactions involving the Senate.

9.2. Sometimes highly sensitive matters are discussed by the Senate. These may be discussed with only Senators present and in strict confidence. Nevertheless all decisions should be documented and appropriate minutes prepared, while according certain records an extra level of security. The Senate will:

9.2.1. ensure that confidential records are subject to appropriate access procedures;

9.2.2. respect confidential information and observe any restrictions agreed by the Senate (subject to *Freedom of Information Act* requirements);

9.2.3. maintain confidentiality and not divulge information deemed confidential or sensitive (if Senators are uncertain, they should seek direction from the Chancellor as Chair of the Senate).
10. Controlled entities

10.1. The Senate has adopted the following governance guidelines in relation to investments or conduct of commercial activities by the University.

10.1.1. The University will undertake all commercial and consulting activities through Controlled Entities with limited liability.

10.1.2. All Controlled Entities (including the structure of their boards) will comply with the Senate's policies on:

10.1.2.1. Governance of University Entities16; and

10.1.2.2. Establishment and Operation of Incorporated Entities17.

10.1.3. The University will maintain the position of ‘University Company Secretary’, the role of which will be:

10.1.3.1. to provide company secretariat services to the University's Controlled Entities, the Resources Committee and such Senate working parties as appropriate; and

10.1.3.2. to act as custodian for all material documents associated with the University's Controlled Entities.

10.1.4. The University will take out and maintain insurance cover for directors and officers liability and for professional indemnity in a sum not less than $20M.

10.1.4.1. The Vice Chancellor will regularly review the nature and extent of required cover for directors and officers and professional indemnity insurance to ensure all employees of the University are adequately and appropriately protected with reference to the current and expected future activities of the University.

11. Independent advice

11.1. Subject to obtaining the prior approval of the Chancellor, Senators may seek independent professional advice at the University's expense, to assist in carrying out their Senate duties.

11.2. Senators are not limited to obtaining University information from the Vice Chancellor. In exercising their responsibilities and duties, Senators are entitled to seek information from (but not limited to):

11.2.1. senior executives; and

11.2.2. the contact person named on any briefing paper of an agenda item, for information about that proposal.

12. Senate performance

12.1. Each year (at such time as the Senate determines), the Senate will hold an annual retreat, at which it will conduct:

12.1.1. an analysis of strategic issues;

12.1.2. an annual performance evaluation that includes:

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16 Approved by resolution S/83/2002, passed at the Senate’s 07/10/2002 meeting.

12.1.2.1. review of the Senate and its performance, including a review of its duties and responsibilities in the context of what has happened during the year;

12.1.2.2. consideration of the results of an annual survey of Senate members, to be conducted prior to the retreat, seeking feedback on aspects of the operation of the Senate;

12.1.2.3. comparison of the performance of the Senate and its committees with the requirements of this SGP;

12.1.2.4. setting forth the goals and objectives of the Senate for the following year, including identification of needed skills and expertise for the future;

12.1.2.5. review of the University’s conformance with the National Governance Protocols; and

12.1.2.6. consideration of developments in best practice governance and implementation of any improvements to the University’s governance practices considered necessary or desirable.

12.2. The performance evaluation will be conducted in such manner as the Senate considers appropriate and may include the use of external advisers.

13. Induction and continuing education for Senators

13.1. The Senate recognises the importance of induction for new Senators, and for continuing education for all Senators.

Induction:

13.2. At the time of being invited to join, or nominating for election to, the Senate, the General Counsel & University Secretary will give prospective Senators a copy of the SGP and other written information about what is involved in being a Senator.

13.3. As soon as practicable after a becoming a Senator:

13.3.1. The General Counsel & University Secretary will give the new Senator a comprehensive information pack, containing the following documents/information:

13.3.1.1. a welcome letter

13.3.1.2. a copy of this SGP

13.3.1.3. a guide for Senators, including an explanation of duty of care and conflict of interest principles; the University’s directors’ and officers’ liability and professional indemnity policies; more information on the responsibilities of Senators; and how to log on to the University website (for structure etc plus password)

13.3.1.4. the University’s strategic plan

13.3.1.5. the Murdoch Act, together with a list of University statutes and regulations, and relevant parts of the Financial Administration and Audit Act 1985 (WA)

13.3.1.6. the University’s annual report for the previous year

13.3.1.7. glossary of terms

13.3.1.8. an organisational chart

13.3.1.9. minutes of the last meeting of the Senate, and of the committee to which he or she is being appointed
13.3.10. a list of all Senators, with profiles and photographs
13.3.11. comparative information on the higher education sector
13.3.12. a list of the University’s Controlled Entities and their role
13.3.13. where on the web to find key University policies, e.g. student issues, equity, health and safety, environmental
13.3.14. name tag to wear at University meetings and functions, in big letters
13.3.15. a library card (not applicable for elected members of staff and/or students)
13.3.16. a parking permit (not applicable for elected members of staff and/or students)

13.3.2. The new Senators will receive the following briefings:

13.3.2.1. a welcome lunch hosted by the Chancellor (or, in his or her absence, the Pro Deputy Chancellor), focusing on the role and functioning of the Senate;
13.3.2.2. an informal briefing by the Vice Chancellor, focusing on orientation to the University’s organisation and campus, including current issues, major projects, risks, financial situation, overview of higher education and the University’s place in the big picture; and
13.3.2.3. an informal briefing by the General Counsel & University Secretary, focusing on Senate procedures.

13.3.3. The Vice Chancellor, or his or her nominee, will:

13.3.3.1. introduce the new Senator to the University’s campuses at Murdoch and Rockingham, by way of a drive and walk through, including commercial developments, library, refectories, and teaching areas;
13.3.3.2. offer the new Senator the opportunity to meet with senior managers (Pro Deputy Vice Chancellors, General Counsel & University Secretary, Executive Deans, and Directors of Offices, if they are interested; and
13.3.3.3. inform the Head of the School with closest related interests to any new lay Senator, and invite him or her to make contact with the new Senator.

13.3.4. The Chancellor will assign a mentor (from among the experienced Senators) to each new Senator. The mentor will provide a “guiding hand” for the first few meetings, be available for informal advice and introduce the new Senator at functions.

13.3.4.1. No Senator is obliged to agree to act as a mentor.

13.3.5. All Senators will wear their nametags at Senate meetings.

13.3.6. Each Executive Dean will give an annual presentation about his or her academic Division at a Senate function, which all Heads of School in that Division will be invited to attend as guests.

13.4. Senators who are elected from the staff and/or student ranks may not need or require the full induction. The General Counsel & University Secretary will discuss this with such members to agree on what elements of the full induction are not required and/or necessary.
Continuing professional development

13.5. The Senate has adopted a professional development framework ("PDF") for all Senators. The PDF offers a range of education and development activities that cater for the Senate as a collective, the Senate’s various committees and working parties and individual needs of new and continuing Senators.

13.5.1. Any Senator may contact the University’s Director – Human Resources on a confidential basis to discuss the availability of any professional development courses that are available to assist the Senator.

13.5.2. Specific financial training will be provided to any Senator appointed to either the Audit & Risk Management Committee or the Resources Committee who does not possess adequate financial training and/or experience to enable him or her to read and understand a set of financial accounts.

13.5.3. At least once per year, the General Counsel & University Secretary will conduct a seminar for Senators dealing with the duties that apply to Senators and what they involve.

13.6. The General Counsel & University Secretary will provide the Senate with an update on governance developments and practices each quarter and will arrange for update sessions on other issues to be provided at regular intervals.

13.7. The University will pay all reasonable expenses incurred by Senators in relation to continuing professional development.

14. Role and independence of the General Counsel & University Secretary

14.1. Role of the General Counsel & University Secretary:

14.1.1. The General Counsel & University Secretary is the University’s senior legal adviser. Amongst other things, he or she is responsible for providing the University, the Senate and individual Senators with legal representation and accurate, timely and focussed legal advice.

14.1.1.1. Where necessary, the General Counsel & University Secretary will issue instructions to external lawyers.

14.1.2. Apart from legal advice relating to the University and its operations generally, the Chancellor and Senators should ordinarily look to the General Counsel & University Secretary for guidance and advice regarding their legal and statutory responsibilities and legal issues arising from governance matters.

14.1.3. The General Counsel & University Secretary also plays a key role in supporting the effective operation and conduct of the Senate as the University’s governing body, and in ensuring that appropriate procedures are followed. He or she discharges this role by:

14.1.3.1. Providing secretariat support to the Senate and to those of its committees and working parties determined by the Chancellor. This includes organising meetings, preparing agendas and minutes (subject to approval by the Chancellor), writing background papers as required, and ensuring Senate

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20 Amended Senate resolution S/19/2005(i) dated 29/03/2005.
papers provide clear and sufficient information to enable it to be well informed and reach decisions on the matters before it.

14.1.3.2. Providing the Senate and Senators with independent, impartial advice on all matters of procedure and on governance.

14.1.3.3. Supporting a harmonious relationship between the Senate and management, including by coordinating the transmission of business between the Senate and its committees and senior management and facilitating good information flows in both directions. In all respects the General Counsel & University Secretary must ensure that all information and advice that he or she provides is impartial and accurate.

14.1.3.3.1. It is important that the General Counsel & University Secretary both consults and keeps the Vice Chancellor fully informed on the Senate's business (other than in relation to the consideration of the Vice Chancellor's emoluments or otherwise where understood with the Chancellor that a matter is confidential).

14.1.3.3.2. It is good practice for the Chancellor, the Vice Chancellor and the General Counsel & University Secretary to work closely together.

14.1.3.4. Monitoring that Senate policy and procedures are followed and advising the Chancellor where they are not.

14.1.4. The General Counsel & University Secretary is accountable to the Senate, through the Chancellor, in the performance of his or her Senate related duties and on all governance matters. He or she is accountable to the Vice Chancellor in the performance of his or her legal, executive and other management related duties.

14.1.5. If the General Counsel & University Secretary considers, on reasonable grounds, that there may be significant breaches of accountability, of compliance with statutory requirements or of corporate ethics and/or there are issues of governance that the University is not adequately dealing with, he/she has a duty to report the matters to the Chancellor and the Vice Chancellor.

14.1.6. Where the role of the General Counsel & University Secretary is combined with any administrative or managerial role within the University, great care must be exercised not to compromise the independence of the secretariat role. The latter must always take priority.

14.1.6.1. If the General Counsel & University Secretary considers, on reasonable grounds, that there is an actual or potential conflict between secretariat and non-secretariat responsibilities, he or she will draw it to the attention of the Chancellor.

14.1.6.2. If the Chancellor believes that such a conflict of interest exists, the Chancellor will ordinarily seek advice from the Vice Chancellor, but will offer the General Counsel & University Secretary an opportunity to respond. The Chancellor may refer the issue to the Senate for consideration.

14.2. Independence of the roles:

14.2.1. It is critical that the occupant of the General Counsel & University Secretary position is able to discharge his or her responsibilities independently, without fear or favour.

14.2.1.1. The Vice Chancellor (in consultation with the Chancellor) has primary responsibility for decisions relating to:
14.2.1.1. the appointment of persons to the position; and

14.2.1.2. the termination of employment of persons in the position.

14.2.1.2. However, in recognition of the need to maintain the independence of the role, any decision of the Vice Chancellor in this regard must be referred to the Chancellor’s Committee for ratification or otherwise as deemed appropriate.

14.2.1.3. The Chancellor’s Committee has primary responsibility for decisions relating to the existence or continuation of the position itself (as opposed to hiring or firing individuals). Decisions of the Chancellor’s Committee in this regard must be referred to the Senate for ratification or otherwise as deemed appropriate.
Annexure “A” – Details of Standing Committees

AUDIT & RISK MANAGEMENT COMMITTEE

Terms of reference:

1. To ensure on behalf of the Senate that:
   1.1. the internal audit function is operating effectively, independently and in accordance with the Standards for the Professional Practice of Internal Auditing;
   1.2. adequate attention is paid to the effectiveness, efficiency and economy of the University’s operations;
   1.3. adequate systems of internal control are in operation so as to produce accurate and meaningful management information;
   1.4. appropriate and timely action is taken by the relevant managers to rectify major areas of concern identified by internal and/or external audit;
   1.5. risk management issues (financial, legal, ethical, reputational or other risks for the University) are being adequately addressed within the University, including monitoring risks associated with legal action taken against the University and complaints lodged with the Human Rights and Equal Opportunities Commission and similar bodies;
   1.6. the Internal Audit and Risk Management team is adequately funded to fulfil its purpose and has been given access to all necessary information;
   1.7. the University has in place sufficient policies, procedures and processes to ensure that it complies with all legal requirements.

2. To report to the Senate:
   2.1. at least quarterly on its deliberations, by furnishing its minutes to the Senate;
   2.2. on any pressing matters, to report to the Chancellor before that time;
   2.3. once a year to provide an overview of audit and risk management matters.

Composition:

☑ 4 Senators who are not university staff (Co-opted, appointed or convocation Senators)
☑ Up to two co-opted external members
☑ The membership will include at least one male and at least one female.
☑ Standing observers: Vice Chancellor, an elected student member of Senate or the Guild President (ex officio)21, Pro-Deputy Vice Chancellor (Corporate Services), General Counsel & University Secretary and a nominee of the Auditor General.
☑ Secretary: Director of Internal Audit and Risk Management

Membership criteria:

<table>
<thead>
<tr>
<th>All members</th>
<th>Among the members</th>
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<tbody>
<tr>
<td>• High sense of probity</td>
<td>• At least one member (preferably the Chair) with financial skills and experience</td>
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<tr>
<td>• Questioning mind and willingness to ask probing questions</td>
<td>• One lay member with the skills and time to also serve on Resources Committee</td>
</tr>
<tr>
<td>• Independence from University management</td>
<td>• At least one member with experience of risk management</td>
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<tr>
<td>• Not staff of the University</td>
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</table>

A basic financial understanding (ability to understand a set of accounts), or be trained in it.  

<table>
<thead>
<tr>
<th>Terms of reference:</th>
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</thead>
<tbody>
<tr>
<td>1. To determine the remuneration and conditions of service of the Vice Chancellor.</td>
</tr>
<tr>
<td>2. To recommend to the Senate on what should be the performance objectives, or Key Result Areas (KRAs), of the Vice Chancellor.</td>
</tr>
<tr>
<td>3. To review the Vice Chancellor’s performance each year against these KRAs, by reference to Key Performance Indicators (KPIs) to be determined by the Chancellor in consultation with the Vice Chancellor.</td>
</tr>
<tr>
<td>4. To advise the Chancellor on governance issues and matters of substance affecting or of concern to the University generally, where the Chancellor seeks such advice.²²</td>
</tr>
<tr>
<td>5. Subject to being satisfied that it is appropriate to do so, to ratify decisions of the Vice Chancellor relating to the appointment of persons to the General Counsel &amp; University Secretary position and the termination of employment of persons in that position.</td>
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<tr>
<td>6. To make decisions regarding the existence or continuation of the General Counsel &amp; University Secretary position itself (as opposed to hiring or firing individuals), such decisions requiring ratification by the Senate.</td>
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<thead>
<tr>
<th>Composition:</th>
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<tbody>
<tr>
<td>☑ Chancellor (chair)</td>
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<tr>
<td>☑ Pro-Deputy Chancellor</td>
</tr>
<tr>
<td>☑ Chair of Resources Committee</td>
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<tr>
<td>☑ At least 2 other members appointed by the Chancellor from amongst the Senators, who are not staff or students of the University.</td>
</tr>
<tr>
<td>☑ The membership will include at least one male and at least one female.</td>
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<tr>
<td>☑ Secretary: General Counsel &amp; University Secretary</td>
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<table>
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<tr>
<th>Membership criteria</th>
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<tbody>
<tr>
<td><strong>All members</strong></td>
</tr>
<tr>
<td>• Respect for confidentiality of the discussions</td>
</tr>
<tr>
<td>• Not staff or students of the University</td>
</tr>
</tbody>
</table>

²² Amended Senate resolution S/19/2005(i) dated 29/03/2005 (including insertion of 2.1.5 and 2.1.6).
ENVIRONMENTAL COMMITTEE

Terms of reference:

1. To develop an environmental policy for the University within the context of the University’s vision and strategic plan.
2. Based on this policy, to develop environmental plans for the University’s campuses which address all lands and facilities including key environmental indicators for the built and natural environments, the farm lands, sporting fields and human activity on campus.
3. To oversee the implementation of the environmental management plan and monitor those key environmental indicators within the plan.
4. To report annually to the Senate on the state of the campus environment.
5. To periodically review and update the environmental policy and environmental management plan.
6. To advise the Senate on any environmental issues that are referred to the committee.
7. To promote environmental related activities on and off campus.
8. To recommend the environmental parameters for campus development.
9. To advise Resources Committee on the environmental aspects of the campus Master Plan.

Composition:

- 3 members of the Senate (one as Chair)
- 4 members of the academic staff with environmental expertise, including at least one with a clear understanding of the interrelationship between the physical, social and economic environment
- A member of general staff with environmental expertise, including a clear understanding of the interrelationship between the physical, social and economic environment
- Vice Chancellor
- A student representative with an interest in environmentalism.
- The membership will include at least one male and at least one female.

Standing observer: Ex officio: Director of Commercial Services
Secretary: University Company Secretary General Counsel & University Secretary

Membership criteria:

<table>
<thead>
<tr>
<th>All members</th>
<th>Among the members</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Commitment to high environmental standards</td>
<td>• Expertise in the built environment</td>
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<tr>
<td>• Both generalised and particularised knowledge of what is required and ability to draft the appropriate information</td>
<td>• Expertise in the natural environment</td>
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<td></td>
<td>• Expertise in waste management</td>
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<td></td>
<td>• Experience in assessing the success of policy</td>
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<td></td>
<td>• Persons with a clear understanding of the interrelationship between the physical, social and economic environment</td>
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23 Amended Senate resolution S29/2005 dated 24/05/2005.
Terms of reference:

1. To identify the skills, experience and knowledge that should be sought in filling any appointed vacancies on the Senate and:
   1.1. to recommend to the Minister on the appointment or re-appointment of any of the 6 positions on the Senate appointed by the Governor; and
   1.2. to recommend to the Senate on the appointment or re-appointment to of any of the 3 co-opted positions on the Senate.
2. To recommend to the Senate a systematic and transparent process and criteria for filling Senate vacancies, including who should be consulted.
3. In making its recommendations, the committee will also take into account the following criteria:
   3.1. the National Governance Protocols mandate that there:
      3.1.1. must be at least two Senators having financial expertise (as demonstrated by relevant qualifications and financial management experience at senior level in the public or private sector) and at least one Senator with commercial expertise (as demonstrated by relevant experience at senior level in the public or private sector)\(^\text{26}\); and
      3.1.2. must be a majority of external independent Senators who are neither enrolled as a student nor employed by the higher education provider; and
      3.1.3. must not be current Senators of any State or Commonwealth parliament or legislative assembly other than where specifically selected by the Senate itself;
   3.2. whether those considered have an appreciation of the values of a university and its core activities of teaching and research, its independence and academic freedom;
   3.3. whether they can contribute to the Senate by having (or having the capacity to develop) a good understanding of what the external community needs from the University; and
   3.4. the extent to which the experience of the persons being considered will contribute to the effective working of the Senate.
4. To advise the Senate on matters relating to the overall governance policy of the University, to ensure that it adheres to the best governance principles and practice.
5. To regularly review the operating procedures of the Senate, including its committee structures, standing orders, standing resolutions and annual cycle of business.
6. To advise on any other governance issues referred to it by the Senate or the Chancellor.

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\(^{26}\) See also sub-section 12(2a) of the Murdoch Act.
Composition:

- Chancellor (chair)
- Pro-Deputy Chancellor
- Vice Chancellor
- An elected student member of Senate or the Guild President (ex officio)\(^{27}\)
- 1-2 lay Senators
- A Senator from those elected by the staff
- The membership will include at least one male and at least one female
- Standing observer: Director of Human Resources\(^{28}\)
- Secretary: General Counsel & University Secretary

Membership criteria:

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

\(^{27}\) Amended Senate resolution S/71/2005(i) dated 22/11/2005.

\(^{28}\) Amended Senate resolution S/19/2005 dated 29/03/2005.
HONORARY AWARDS & CEREMONIAL COMMITTEE

Terms of reference:

1. To award honorary degrees and Senate Medals in accordance with policies approved by the Senate, and after inviting nominations from Senators and staff.29

2. To determine who will deliver occasional addresses at Graduation Ceremonies and the annual Murdoch Lecture. Where a decision needs to be finalised before the next meeting of the Committee, the Chancellor may decide on its behalf.30

3. To exercise oversight of Senate guidelines and policy on honorary degrees, Senate Medals, Graduation Ceremonies and regalia.

Composition:

- Chancellor (chair)
- Pro-Deputy Chancellor
- Vice Chancellor
- An elected student member of Senate or the Guild President (ex officio) 31
- 1-2 lay Senators
- 1 academic staff Senator
- 2 professors/associate professors, appointed by Academic Council
- The general staff Senator
- The membership will include at least one male and at least one female
- Standing observer: Director of Community Relations
- Secretary: General Counsel & University Secretary

Membership criteria:

<table>
<thead>
<tr>
<th>All members</th>
<th>Among the members</th>
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<tbody>
<tr>
<td>• Respect for confidentiality of the discussions</td>
<td>• Some senior academic members</td>
</tr>
<tr>
<td></td>
<td>• Knowledge of (and preferably personal acquaintance with) leaders in academic, business and political circles and the community</td>
</tr>
</tbody>
</table>


30 Ibid.

LEGISLATION COMMITTEE

Terms of reference:

1. To advise the Senate on the form of all proposed changes to University Statutes, Regulations and By-laws, and to ensure they are both clear and legally sound. Where the content of the changes does not fall within the scope of another Senate committee or of Academic Council, the committee may also advise on the policy behind the changes.

2. To advise the Senate on changes to the Murdoch Act.

3. To recommend to the Senate any changes to the University’s internal legislation that the committee regards as necessary or desirable to give effect to approved policies or to place the University on a sound legal footing.

Composition:

☑ Up to 4 Senators (including one academic staff Senator)
☑ Vice Chancellor
☑ An elected student member of Senate or the Guild President (ex officio)\(^{32}\)
☑ Dean of Law (ex officio)
☑ General Counsel & University Secretary
☑ The membership will include at least one male and at least one female
☑ Secretary: General Counsel & University Secretary

Membership criteria:

<table>
<thead>
<tr>
<th>All members</th>
<th>Among the members</th>
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<tbody>
<tr>
<td>• Good attention to detail</td>
<td>• At least 2 members with legal expertise</td>
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<tr>
<td>• Used to working with legislation</td>
<td>• An academic and a student Senator, who can see the educational context within which the regulations are framed</td>
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</table>

Terms of reference:

1. To oversee the management of the resources of the University and advise the Senate on these and related matters. In particular, the committee will:

   1.1. towards the end of each year, consider a draft budget of expenditure for the ensuing year presented by the Vice Chancellor, and recommend a budget to the Senate for approval, together with a statement of expected revenue;

   1.2. consider quarterly financial statements (including statements of income and expenditure) and report to the Senate on the general financial situation of the University, drawing attention to any significant variations from the budget;

   1.3. receive and report to the Senate on the annual audited financial statements, together with the annual report and certificate of compliance;33

   1.4. recommend to the Senate on any proposed variations in the annual budget;

   1.5. oversee the investment of all monies of the University (including monies held in trust);

   1.6. recommend to the Senate on any matter relating to the borrowing of money by the University;

   1.7. approve recommend to the Senate the placement of orders and/or the payment of accounts which are of a value above the Vice Chancellor’s financial delegation (currently $500,000), subject to the order/payment falling within budget allocations;

   1.8. exercise oversight of the finances of:

      1.8.1. all University subsidiary companies, including consideration and approval of a draft business plan before the commencement of each financial year, and a review of at least quarterly reports against the business plan and the annual audited financial statements;

      1.8.2. all University trusts and foundations; and

      1.8.3. the Guild of Students.

   1.9. recommend to the Senate on all approvals of write-offs of funds owing to the University;

   1.10. approve the signatories to the University bank accounts;

   1.11. consider any other matter related to the resources of the University referred to it by the Senate or by the Vice Chancellor.

2. To advise and make recommendations to the Senate on matters relating to the development, conservation, use and improvement of the University’s real property and, in particular, on the following:

   2.1. revisions to the approved Master Plan for the use of University lands;

   2.2. proposals for the construction of new buildings and other capital projects, including the construction of road works and car parking facilities, and on the budgets and timetables for such projects.

3. To decide whether selected tenders should be used for capital projects, and, if so, which companies will be invited to tender.

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33 Amended Senate resolution S/13/2005 dated 22/02/2005.
Composition:

☑ Up to 6 Senators (including one academic staff Senator)
☑ Vice Chancellor
☑ An elected student member of Senate or the Guild President (ex officio)\(^{34}\) or nominee of Guild President
☑ Up to two co-opted external members
☑ The membership will include at least one male and at least one female
☑ Standing observers: Pro Deputy Vice Chancellor (Resource Management Corporate), Director, Financial Services & CFO, Director (Commercial Services) and General Counsel & University Secretary
☑ Secretary: University Company Secretary

Membership criteria:

<table>
<thead>
<tr>
<th>All members</th>
<th>Among the members</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Good attention to detail</td>
<td>• One member with expertise in the property market</td>
</tr>
<tr>
<td>• Ability to understand a set of accounts</td>
<td>• At least 2 members with extensive high level business experience</td>
</tr>
<tr>
<td>• Knowledge of the University strategic plan</td>
<td>• Sensitivity to the interests of all stakeholders on campus</td>
</tr>
<tr>
<td>• Knowledge of university funding issues</td>
<td>• One lay Senator with the skills and time to also serve on Audit &amp; Risk Management Committee</td>
</tr>
</tbody>
</table>

\(^{34}\) Amended Senate resolution S/71/2005(i) dated 22/11/2005.
Terms of reference:

1. To exercise all of the powers of the Senate, except the power to make statutes, by-laws and regulations, during the period between the last Senate meeting of the year and the first Senate meeting of the new year.

Composition:

- Chancellor
- Vice Chancellor
- 3 other Senators appointed by the Senate at its November meeting each year, with power to co-opt for particular issues
- The membership will include at least one male and at least one female
- Secretary: General Counsel & University Secretary

Membership criteria:

<table>
<thead>
<tr>
<th>All members</th>
<th>Among the members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good attention to detail</td>
<td>a broad cross-section of Senate membership, e.g. may include one staff member</td>
</tr>
<tr>
<td>Availability over the period December, January and February</td>
<td></td>
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</tbody>
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Code of Conduct

Membership of the Senate carries prestige, but also responsibilities and obligations. The Senate has adopted this Code of Conduct to provide guidance for its Senators in relation to:

- the duties and responsibilities that apply to them as Senators; and
- the minimum standard of conduct that the Senate expects from its Senators.

1. Rationale for the Code

1.1. The Senate and its Senators represent a prestigious public institution. They should always act to promote the interests of the University, its reputation and standing. However, uninformed or ill-advised actions may have the contrary effect.

1.2. All Senators are responsible and accountable to the Senate. When exercising his or her functions, a Senator must always act in the best interests of the University. It is essential for the University’s well-being that all Senators understand and fully accept the responsibilities of their membership.

1.3. This Code of Conduct is intended:

1.3.1. to ensure that, from the outset of their membership of the Senate, Senators are aware of, and accept, the legal and other responsibilities associated with that membership; and

1.3.2. to promote good practice and appropriate behaviours among Senators, in the interests of the Senate, individual Senators, and the University as a whole.

1.4. Senators who are also employees or students of the University should also be aware of and comply with the University’s Code of Ethics.

2. Legal responsibilities, liabilities and protection

2.1. The Murdoch Act gives the Senate responsibility for "the entire control and management of the affairs and concerns of the University" and empowers it to "act in all matters concerning the University in the manner which to it appears most likely to promote the objects and interests of the University"35.

2.1.1. It is neither practicable nor appropriate for the Senate to involve itself in the minutiae of the control and management of the University, and it therefore delegates operational responsibility for the management of the University to the Vice Chancellor.

2.1.2. In its Charter, the Senate has defined for itself a role as steward and custodian of the University, in which it exercises a broad overview of strategic direction, monitors performance against established goals, and monitors, guides and supports the work of the Vice Chancellor.

2.2. The sources of individual Senators’ responsibilities, duties and protections comprise:

2.2.1. the Murdoch Act

2.2.2. the Statutory Corporations Act

2.2.3. the general law (including the Common Law and Equity)

2.2.4. this Code of Conduct.

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35 Paragraph 17(2)(a) of the Murdoch Act.
2.3. The Murdoch Act has been amended to comply with the requirements of the National Governance Protocols, in particular the inclusion of specific duties and protections for members of Senate. The responsibilities, duties and protections described below reflect the requirements of:

2.3.1. the Murdoch Act and the National Governance Protocols;

2.3.2. the Statutory Corporations Act36; and

2.3.3. the general law, given the fiduciary nature of the relationship between Senators and the University, including the duty to act in good faith and the duty to act with reasonable care, skill and diligence.

Acting solely in the interests of the University

2.4. A Senator must at all times act in the best interests of the University and give precedence to the interests of the University over the interests of any person appointing or electing him or her37.

2.4.1. Generally speaking, as a collective, this involves setting goals for the University; to appoint the Vice Chancellor; overseeing management’s plans for the acquisition and organisation of financial and human resources towards attainment of the University’s goals; and to review, at reasonable intervals, the University’s progress towards achieving its goals38.

Exercising care and diligence

2.5. A Senator must at all times exercise the degree of care and diligence in the performance of his or her functions as a member of the Senate, whether within or outside the State, that a reasonable person in that position would reasonably be expected to exercise in the Senate’s circumstances39.

Acting in good faith

2.6. A Senator must at all times act honestly in the performance of his or her functions as a member of the Senate, whether within or outside the State40.

2.6.1. This obligation requires a Senator to exercise his or her powers in the interests of the University, and not to misuse or abuse his or her power; to avoid conflict between his or her personal interests and those of the University; not to take advantage of his or her position to make secret profits; and not to misappropriate the University’s assets for himself or herself. The duty of good faith also requires a Senator to exercise an independent judgment in relation to proposals put before the Senate41.

Improper use of position

2.7. A Senator must not make improper use of his or her position as a member of the Senate to gain, directly or indirectly, an advantage for any person or to cause detriment to the University42.

36 The provisions of the Corporations Act relating to the duties and liabilities of company directors do not apply to Senators because the University is not incorporated under the Corporations Act, nor is it subject to that piece of legislation.

37 Schedule 1, Division 1, of the Murdoch Act, paragraph 1(1)(c).

38 AWA Ltd v Daniels (t/as Deloitte Haskins & Sells) (1992) 7 ACSR 759, per Rogers CJ Comm D.

39 Schedule 1, Division 1, of the Murdoch Act, paragraph 1(1)(b).

40 Schedule 1, Division 1, of the Murdoch Act, paragraph 1(1)(a).


42 Schedule 1, Division 1, of the Murdoch Act, paragraph 1(1)(e).
2.7.1. An objective standard applies in determining what amounts to an “improper” use of position. A Senator’s conduct will be tested against the standard of conduct that a reasonable person, who has knowledge of the duties, powers and authority of the Senator’s position and the circumstances of the case, would expect of a person in the position of the Senator. Impropriety is not linked to conscious wrongdoing nor is it restricted to abuses of power, and may be established by the doing of an act that a Senator knows or ought to know that he or she has no authority to do.}\(^{43}\)

**Improper use of information**

2.8. A Senator must not, whether within or outside the State, make improper use of information that he or she acquires by virtue of his or her position as a member of the Senate to gain, directly or indirectly, an advantage for any person or to cause detriment to the University\(^{44}\).

2.8.1. This duty is not restricted to information that the general law would protect as confidential. It extends to cover any information obtained in the capacity of a Senator.

**Material personal interests**

2.9. A Senator 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 his or her knowledge, disclose the nature and extent of the interest at a meeting of the Senate\(^{45}\).

2.10. Subject to paragraph 2.11, a Senator who has a material personal interest in a matter that is being considered by the Senate must not be present at a meeting while the matter is being considered or vote on the matter, whether at a meeting or otherwise\(^{46}\).

2.11. The Senate may pass a resolution that (a) specifies the Senator, the interest and the matter; and (b) states that the members voting for the resolution are satisfied that the interest should not disqualify the Senator from considering or voting on the matter\(^{47}\).

2.12. The WA Minister for Education may, on the application of a Senator, declare that paragraph 2.10 does not apply in relation to a specified matter, either generally or in voting on particular resolutions\(^{48}\).

2.13. If the Chancellor perceives there to be a material personal interest of which a Senator may be unaware, the Chancellor will raise it with the Senator concerned before the meeting. Chairs of committees will do likewise with meetings of their committees.

2.14. Examples of potential material personal interest include:

2.14.1. employment by, shareholding in or directorship of a company dealing with the University;

2.14.2. membership of a body that is in competition or conflict with the University;

2.14.3. for University employees, outsourcing or restructuring of their work sections;

\(^{43}\) *R v Byrnes* (1995) 183 CLR 501 (High Court).

\(^{44}\) Schedule 1, Division 1, of the *Murdoch Act*, paragraph 1(1)(d).

\(^{45}\) Schedule 1, Division 2, of the *Murdoch Act*, paragraph 2(1). The disclosure will be recorded in the minutes of the relevant meeting.

\(^{46}\) Schedule 1, Division 2, of the *Murdoch Act*, paragraph 3. .

\(^{47}\) Schedule 1, Division 2, of the *Murdoch Act*, paragraph 4. The affected Senator must not be present during debate concerning, nor vote on, a resolution under the provision. For the purposes of this provision, the Senate’s quorum is 7 members.

\(^{48}\) Schedule 1, Division 2, of the *Murdoch Act*, paragraph 6(1).
2.14.4. any matter under discussion that would result in personal financial advantage; and

2.14.5. government officials who are responsible for an aspect of policy or operations which affects a matter under consideration by the University.

2.15. A matter that arises from membership of the group qualifying the Senator for election to the Senate, and which is not otherwise special or personal to the Senator, is not a material personal interest (e.g. students voting on assessment policy, or staff voting on a salary increase for all staff).

2.16. A contravention of this requirement by a Senator does not affect the validity of any act, transaction, agreement, instrument, resolution or other thing.

**Potential liabilities**

2.17. Senators may be held accountable for perceived or actual mismanagement in a range of ways. For example, the Senate would be accountable for:

2.17.1.1. any decision it made which was contrary to the law or clearly negligent;

2.17.1.2. decisions which it has no authority to make, particularly if it could be shown that such decisions were taken with the intent of causing harm;

2.17.1.3. mismanagement, where this could be shown to be the outcome of failure to ensure the existence of adequate procedures or policies within the University; or

2.17.1.4. financial mismanagement, where this could be shown to be the outcome of negligence in monitoring financial reports and compliance with audit requirements.

2.18. Senators contribute to the operation of the Senate and therefore, to the extent that they breach their legal responsibilities as detailed above, they may be exposed to legal action. Such legal action could include claims for damages, injunctions and/or account of profits.

2.19. The following parties can take action where a Senator breaches one of the duties described above:

2.19.1. the Governor may terminate a Senator’s appointment for inability, inefficiency or misbehaviour;

2.19.2. the WA Minister for Education and/or the WA Attorney General can enforce the duties described where a breach contravenes the Statutory Corporations Act;

2.19.3. the University (or any third party who sustains loss) can take action in respect of a breach of any of the specific duties contained in the Murdoch Act; and

2.19.4. the University can enforce the general law duties that arise from the fiduciary relationship between individual Senators and the University (i.e. acting in good faith and honestly). Third parties are not able to take action against a Senator for breach of any of these general law duties.

2.20. In addition to the potential exposures described in paragraph 2.19, the Senate:

2.20.1. can censure a Senator who breaches his or duties or any other requirement of this Code of Conduct; and

2.20.2. may, by a two-thirds majority, remove a Senator from office for breaching one of the statutory duties contained in the Murdoch Act The Senate also has power to suspend a Senator pending a final determination of a motion to remove.
2.21. There are also various statutory offences in respect of which Senators may be liable where the University commits a wrongful act.

2.21.1. There is an increasing tendency for legislation to impose heavy penalties on corporations for offences under the legislation, and to make the directors and other officers and managers personally liable as well. Examples include legislation relating to Occupational Health & Safety, Trade Practices, Environment Protection, Equal Opportunity, and Fair Trading. Much of this legislation is capable of applying to the University, and of rendering Senators and others personally liable for an offence by the University.

2.22. Finally, in addition to risk of legal claims, Senators may become the target, either as part of the Senate, or as individuals, of public or media attention over particular issues. Senators may be held responsible by the public and the media for the effect of unpopular decisions. Similarly if they make decisions which are, or are perceived to be, poor or negligent, exposure of those decisions through the media may have an adverse impact on their personal reputations.

**Protection from liability**

2.23. Where a Senator is, or may be, liable for a breach of any of the duties discussed at paragraphs 2.4 to 2.13 and: (a) has acted honestly; and (b) ought fairly to be excused having regard to all the circumstances of the case, including those connected with the Senator’s appointment, a court may relieve the Senator either wholly or partially from liability on such terms as the court thinks fit.49

2.23.1. However, a court will only excuse a Senator from liability if he or she acted honestly and reasonably.50 Honest bungling is not an appropriate basis for relief from liability.51

2.24. The protection described in paragraph 2.23 is in addition to, and does not affect, any defence, protection, exemption or indemnity otherwise available to a Senator under any other law, agreement or otherwise, including the following:

2.24.1. Senators are covered for non-criminal negligence and other liabilities as described in the policy by directors’ and officers’ liability insurance (“D&O Cover”) held by the University. It is not possible to obtain insurance to cover criminal negligence.

2.24.2. The Senate has further resolved that, to the extent that it is lawful to do so and provided the person has acted honestly and reasonably in the circumstances, the University will indemnify Senators, third parties co-opted onto Senate committees and working parties and employees of the University, where the D&O Cover does not otherwise provide protection.

### 3. General responsibilities

**Understanding the role of the Senate:**

3.1. Senators will:

3.1.1. take advantage of the opportunities provided for induction and professional development;

3.1.2. develop and maintain a clear understanding of the role and purpose of the Senate within the context of the changing nature of the University’s activities;

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49 Section 17B of the *Murdoch Act*.
51 *AWA Ltd v Daniels (t/as Deloitte Haskins & Sells)* (1992) 9 ACSR 383 at 402 (NSW Supreme Court, Rogers CJ Comm D).
3.1.3. familiarise themselves with the contents of the Senate’s Charter;

3.1.4. develop an understanding of the political and social environment in which the Senate operates;

3.1.5. stay informed about all relevant activities affecting the Senate; and

3.1.6. develop and maintain a clear understanding of the role of any Senate committee on which they serve.

**Being active:**

3.2. Senators will:

3.2.1. submit an apology if attendance at any meeting is not possible;

3.2.2. obtain leave of absence if absence will extend for more than two consecutive meetings;\(^5\)

3.2.3. familiarise themselves with the contents of key University documents provided to them;

3.2.4. **conscientiously actively** seek to understand enough about the business of the University and the environment in which it operates to be able to make a reasonably well informed assessment of advice tendered to the Senate;

3.2.5. **conscientiously actively** seek to understand enough about proposals before the Senate to be able to make appropriately informed decisions and prepare for meetings and seminars/retreats by reading and considering all papers circulated with the agenda;

3.2.6. participate, as far as they reasonably find themselves able to do so, in Senate functions which are held from time-to-time and also in functions of the University where the attendance of Senators is appropriate;

3.2.7. contribute to the functioning of the Senate through membership of standing and ad-hoc committees and other committees of the University; and

3.2.8. participate actively and work co-operatively with fellow Senators and stakeholders to achieve agreed goals.

**Raising concerns:**

3.3. Senators will:

3.3.1. express concerns to the Chancellor as Chair of the Senate about decisions or actions that appear contrary to the Senate’s public duty, and do so as soon as those concerns arise;

3.3.2. as required under the Corruption & Crime Commission Act 2003 (WA), report to the Commission any information about actual or potentially corrupt or illegal activities preferably through the Chancellor or the Vice Chancellor;

3.3.3. draw relevant matters to the attention of the Chancellor for possible consideration, information or action by the Senate or a University officer; and

3.3.4. approach the Chancellor if at any time they believe that the information provided to Senate is insufficient to enable it to fulfil its responsibilities effectively.

\(^{5}\) Sub-section 15(5) of the Murdoch Act provides, in effect, that a Senator’s position will be vacated if, without obtaining leave of absence, he or she is absent from either all Senate meetings during any period of 6 consecutive months, or from more than half of the Senate’s meetings during any period of 12 consecutive months.
Professional conduct:

3.4. Senators will:

3.4.1. treat each other, and University staff and students with professionalism, courtesy and respect;

3.4.2. not improperly influence other Senators;

3.4.3. not allow sectional or factional interests to deflect the Senate's focus on the University's general welfare;

3.4.4. be independent in judgment and actions and take all reasonable steps to be satisfied as to the soundness of all decisions taken by the Senate;

3.4.5. whilst recognising that free and open debate is welcomed and encouraged with Senate meetings and that a Senator's dissent may be recorded in the minutes, accept collective responsibility for and be fully supportive of Senate decisions;

3.4.6. promote confidence in the integrity of the University and protect its reputation;

3.4.7. not engage in activities that may bring the University into disrepute; and

3.4.8. recognise the obligation, at all times, to comply with the spirit, as well as the specific principles contained in this Code of Conduct.

Public comment:

3.5. Public comment by Senators includes public speaking engagements, comments on radio and/or television or in letters to newspapers, on the internet and expressing views in books, journals or notices where it is expected that the comments will spread to the community at large.

3.6. As individual members of the community, Senators have the right to make public comment and enter into public debate on political and social issues. However, there are some circumstances in which such comment is inappropriate.

3.7. Whenever public comment is to be made on behalf of the Senate or the University concerning a matter discussed and/or resolved by the Senate, such comment will be made only by the Chancellor or by his or her nominee.

3.8. Wherever public comment by a Senator, although made in a private capacity, may appear to be an official comment on behalf of the University or the Senate, the Senator will preface his or her remarks with a clear indication that they express the Senator’s personal view and do not represent the official view of the University or of the Senate.

Confidentiality and security of information:

3.9. Senators will:

3.9.1. ensure that they take appropriate care to ensure the security of sensitive Senate and other University documents, whether in paper or electronic form;

3.9.2. avoid discussing confidential Senate or University business in public places where there is a likelihood of being overheard;

3.9.3. recognise that confidential information received by them in the course of their duties remains the property of the University (from which it was obtained) and ensure that it is not disclosed, or allow it to be disclosed, unless that disclosure has been authorised by the University, or the person from whom the information was provided, or is required by law; and
3.9.4. Dispose of duplicate copies of records no longer required, in accordance with archive procedures.

3.10. As a public body, agenda and minutes of the Senate and its committee papers are not confidential, unless marked as such. Senators are free to consult colleagues or others about matters on an agenda, and to advise them of the outcome. There are several caveats to this:

3.10.1. Confidential or otherwise sensitive Senate and committee papers will be marked "Commercial in confidence", and printed on bright blue paper.

3.10.2. Where an agenda paper or other document is marked confidential, Senators may seek further informed advice or consult interested parties within the University, after obtaining the approval of the Chancellor or Chair of the relevant committee. The Chancellor or Chair, as the case may be, will identify any limits on consultations, and inform Senators of this.

3.10.2.1. In seeking such advice, Senators may indicate the nature of the proposal, though not the details.

3.10.3. If during the meeting an agenda item is treated as confidential, the discussion and the outcome must be treated as strictly confidential. Even if the University goes public with the matter, details of the committee discussions remain confidential.

3.10.4. On some matters, it might be inappropriate to flag the University's intentions or problems with our competitors. Whilst Senators may talk more openly on campus than elsewhere, they must be aware of the need to be discreet. In cases of doubt, Senators should consult the Chair of the relevant committee.

4. Conflicts of interest

This section should be read in conjunction with the legal duty discussed at paragraphs 2.9 and following.

Gifts and gratuities

4.1. Senators should not accept gifts or benefits likely to place them under an actual or perceived financial or moral obligation to other organisations or individuals. Senators will not, in their capacity as Senators:

4.1.1. Seek or accept in connection with their official duties any fee, favour, reward, gratuity or remuneration of any kind;

4.1.2. Use their public position for personal profit, gain or advantage; or

4.1.3. Accept a gift if it could be seen by the public, knowing the full facts, as intended or likely to cause the Senator to act in a particular way or deviate from public duty.

Private interests

4.2. Senators are expected to place the public interest above personal interests and not to use their position for personal gain or advantage. Conflicts between private interests and public duties can arise when:

4.2.1. A Senator (or that Senator's spouse, child or near relative) stands to make a financial gain from, or to be otherwise advantaged by a Senate decision; or

4.2.2. A Senator (or that Senator's spouse, child or near relative or close associate) holds membership of, or ownership in another organisation likely to benefit from a Senate decision.
5. **The University’s obligations to Senators**

The University will:

5.1. provide complete, succinct and accurate information in respect of all matters to be considered by the Senate and in respect of all of the Senate’s identified functions, in sufficient time to allow adequate consideration;

5.2. provide feedback and reports on the outcomes flowing from the Senate’s decisions;

5.3. provide opportunities for Senators to provide input into the formation and development of the University’s strategic directions;

5.4. provide such legal and financial advice as may be necessary to enable Senators to discharge their duties;

5.5. provide other administrative assistance as may be required from time to time including payments for expenses incurred by Senators and arrangements for car parking as required;

5.6. ensure that all requirements in respect of the Senate as set out in the Murdoch Act, University legislation, legislation applicable to the University and processes approved by the Senate are met;

5.7. provide training and professional development opportunities for Senators as required, including for special responsibilities such as acting as a director of a related or controlled company; and

5.8. to the extent permissible by law, maintain adequate levels of insurance cover to indemnify and keep indemnified each Senator in respect of liability arising out of his or her discharge of obligations.
Standing Orders

1. Notice of meetings & agenda

1.1. Each Senator will be given at least 3 working days notice in writing of the date, time and place of a meeting or adjourned meeting. The notice of meeting will set out the business of the meeting.

1.2. The Chancellor, or if the Chancellor is not available, the ProDeputy-Chancellor, may allow additional business to be circulated with less notice, or the Chair may allow it to be tabled at the meeting, but the Senate may resolve that any such additional or tabled business will not be considered at the meeting.

1.3. Any Senator may request that an item be placed on the agenda. The Chancellor may exercise discretion as to whether or not to include it in the agenda. Subject to paragraph 1.3.1, if any 3 Senators request that an item be placed on the agenda, it will be included.

1.3.1. The Chancellor may, in his absolute discretion, refer any request by 3 Senators to the appropriate committee of the Senate, prior to the matter being placed on the agenda.

1.4. Senators wanting to have items, motions or papers included with the Senate agenda will provide them to the General Counsel & University Secretary by no later than 12 calendar days before the meeting. At least one week before this deadline, the General Counsel & University Secretary will send an eMail to all Senators:

1.4.1. inviting any issues or questions they would like raised at the Senate meeting;
1.4.2. indicating items that are currently anticipated to appear on the coming agenda; and
1.4.3. inviting Senators to advise of any aspects they would like to see covered in the agenda papers.

1.5. The answers to questions submitted by Senators will, where feasible, be provided to the Senator in advance of the Senate meeting. If the Senator so desires, both the question and answer will be included in the Senate agenda papers or copied separately to all Senators. Discretion rests with the Chancellor to limit questions from a Senator if they become excessive in the time required to prepare responses.

1.6. Senators who want to communicate their views in writing to all other Senators between meetings of the Senate will do so via the General Counsel & University Secretary, preferably by eMail with a request that this be forwarded to all Senators.

1.7. The deadline for all agenda papers is 12 calendar days before the Senate meeting.

1.8. Each Senate agenda item containing a significant recommendation will have a two-page cover sheet (in the form of annexure “A” to these standing orders), containing the following information:

1.8.1. purpose, background and summary (including any prior consideration by the Senate);
1.8.2. issues and alternatives considered;
1.8.3. linkage to the University’s Strategic Plan;
1.8.4. risk management;
1.8.5. who has been consulted, attachments, further information available (including the URL if on the web);
1.8.6. person to contact if a Senator wants to obtain further information or to discuss the matter before the meeting; and

1.8.7. the recommendation (in the form of a draft resolution(s)).

1.9. The Chair of any Senate committee will approve any report from that committee to the Senate before circulation with the Senate agenda papers.

1.10. The General Counsel & University Secretary has authority on behalf of the Senate to require agenda papers to be rewritten to meet the format requirements and information needs of the Senate.

2. Apologies

2.1. Any Senator unable to attend a meeting may record her or his apology by advising the General Counsel & University Secretary or chair prior to the meeting; and

2.2. Where a Senator anticipates being absent for two or more consecutive meetings, he or she should apply to the Senate for leave of absence. Leave of absence may be granted only by resolution of the Senate. Grounds for leave of absence include:
   2.2.1. travel commitments
   2.2.2. illness
   2.2.3. bereavement (or similar compassionate grounds); or
   2.2.4. any other reason that the Senate considers appropriate.

2.3. The General Counsel & University Secretary will report independently to Senate where, without obtaining leave from the Senate, any Senator has been absent from:
   2.3.1. all meetings of Senate for 6 consecutive months; or
   2.3.2. more than one-half of the meetings of Senate during any period of 12 consecutive months.54

3. Meetings

3.1. The Senate will decide the date of its regular meetings in advance in a schedule for the forthcoming year.

3.2. The Chancellor, if of the opinion that there is not sufficient business to justify a meeting of the Senate, may cancel that meeting.

3.3. A special meeting of the Senate will be held if:
   3.3.1. convened by the Chancellor or, in the absence of the Chancellor, the ProDeputy-Chancellor or, in the absence of the ProDeputy-Chancellor, the Vice Chancellor; or
   3.3.2. the General Counsel & University Secretary receives a written request from at least 5 Senators stating the proposed business of the meeting. A meeting requested by Senators will be held not more than 14 or less than 3 working days after the request is received.

3.4. At any meeting of the Senate, 8 Senators will constitute a quorum55. If a quorum is not present 30 minutes after the scheduled meeting time, the meeting will lapse.

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3.5. The Chancellor will chair all meetings of the Senate or, in the absence of the Chancellor or whenever there is a vacancy in the office of Chancellor, the ProDeputy-Chancellor56. In the absence of both the Chancellor and the ProDeputy-Chancellor, the meeting will elect a Chair from among the Senators present.

3.6. Each Senator will have a deliberative vote. If there is an equality of votes, the Chair will also have a casting vote57.

3.7. The Senate may adjourn any meeting or debate to a future meeting.

3.8. The minutes of the Senate will contain the names of the Senators present, the substance of debate and the precise terms of each resolution. Where the deliberations have been in committee, the Chancellor may determine that this be minuted as a confidential minute for the Senators only. The accuracy of the minutes of a meeting of the Senate will be confirmed at the next regular meeting.

3.9. Where the Chancellor decides that a meeting of the Senate is not feasible or is not warranted due to lack of sufficient business, or decides that a matter is urgent and requires determination before the next meeting, he or she may authorise a matter to be determined by circulation. Any decision made by this means has the full authority of a Senate decision. The following procedural requirements apply:

3.9.1. The item can be circulated by eMail, mail or fax.

3.9.2. The proposal must contain:

3.9.2.1. adequate background information to explain the matter;

3.9.2.2. an explicit recommendation on which all Senators are asked to vote;

3.9.2.3. the name of the person or body making the recommendation; and

3.9.2.4. a deadline for voting which is at least 3 working days.

3.9.3. Senators must be given the options of declaring an interest, voting yes or no, or suggesting an amendment or alternative, or requesting that the matter be considered at a meeting.

3.9.4. Voting can be by eMail, letter or fax.

3.9.5. The majority needed for a decision is a majority of all Senators, i.e. an absolute majority.

3.9.6. Non-respondents are not counted; it is not permissible to treat silence as a vote for or against the proposal.

3.9.7. If an absolute majority vote in favour of the proposal prior to the deadline, then that can be taken as a decision and actioned then, rather than having to wait for the deadline.

3.9.8. If 5 Senators request that a meeting be held to decide the matter, then the item will be held over to the next meeting or a special meeting convened.

3.9.9. The decision will appear as an information item in the agenda of the next meeting, under “Decisions taken by Circulation”, and be included as part of the minutes of that meeting, with a resolution number and the date the decision took effect.

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55 Sub-section 12(6) of the Murdoch Act.
56 Sub-sections 10(4) and 11(3) of the Murdoch Act.
57 Sub-section 12(7) of the Murdoch Act.
3.10. Subject to paragraph 3.11 of these Standing Orders, the Chancellor may determine that proxy voting will be permitted in respect of a specific item or items for consideration by Senate.  

3.11. A determination under paragraph 3.10 may be made only in the following circumstances and subject to the following conditions:

3.11.1. The Chancellor must form the reasonable opinion that a matter to be considered by the Senate is a matter of significance to the University and the vote of as many Senators as possible on the matter is desirable.

3.11.2. For whatever reason, more than 25% of the members of Senate will not be in attendance at the meeting convened to consider the matter and that it is not feasible or practicable to delay dealing with the matter.

3.11.3. A Senator who is entitled to vote on a matter in respect of which a determination to permit proxy voting has been made, may by signed notice ("Proxy Notice") appoint the chair of the relevant meeting to vote for that Senator.

3.11.4. The appointment of the proxy is valid only if the Proxy Notice:

3.11.4.1. is in writing signed by the relevant Senator and specifying the meeting in respect of which the proxy is appointed;

3.11.4.2. nominates the Chair of the relevant meeting as the proxy of the Senator;

3.11.4.3. is sent or delivered to the Chair of the meeting at which the proxy is to vote before any vote is taken at that meeting;

3.11.4.4. applies for one meeting only; and

3.11.4.5. specifies the way in which the Senator requires his or her proxy to cast the vote by proxy.

3.11.5. Where the Chair of a meeting of Senate is appointed as the proxy of Senator, he or she:

3.11.5.1. must exercise the proxy vote and must so do in accordance with its terms; and

3.11.5.2. cannot vote on behalf of the Senator if the Senator personally votes on the matter or matters concerned.

3.11.6. At any time prior to the exercise of a proxy vote by the Chair appointed as the proxy of a Senator, the Senator may revoke the appointment by giving written notice to the Chair.

3.12. In exceptional circumstances, and with the consent of the meeting, a Senator may participate in the meeting by teleconference, videoconference or other electronic means. Any such participation will be indicated in the minutes. Subject to the prior consent of two thirds of the Senators, a meeting may be held entirely by any of these means, provided all participating Senators are capable of communicating with each other instantaneously at all times during the proceedings.

3.13. A question will be decided on the voices or by a show of hands unless a ballot is requested by at least 5 Senators. Any Senator may require her or his vote or abstention to be recorded in the minutes.

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4. **Conduct of business**

4.1. The business to be conducted and the order in which it is to be conducted at each regular meeting will be determined by the *Senate* from time to time.

4.2. The start of each agenda of the *Senate* will have a standing item “Declarations of interest”, at which point the Chair will ask if any *Senator* has a material personal interest to declare.

4.3. *Senators* must declare the nature, character and extent of any material personal interest. In case of doubt, a possible material personal interest must be declared.

4.4. If the Chancellor perceives there to be a material personal interest of which a *Senator* may be unaware, the Chancellor will raise it with the *Senator* concerned before the meeting. Chairs of committees will do likewise with meetings of their committees.

4.5. Section 17A and Schedule 1, Division 2 of the *Murdoch Act* detail the duties of *Senators* with regard to disclosure of interests.  

4.6. Where there is a material personal interest, future papers on this matter might not be made available to the *Senator* concerned. All declarations of interest will be minuted, along with any ensuing action.

4.7. The agenda of each regular meeting of the *Senate* will be organised in the following manner:

4.7.1. declarations of interest;

4.7.2. strategic matters;

4.7.3. other issues and recommendations for debate; and

4.7.4. all other items.

4.8. Except by permission of an absolute majority of *Senators* or as provided in sub-clause 1.2, no *Senator* will introduce for discussion at a meeting, a subject which has not been included on the notice paper for that meeting.

4.9. Papers can be tabled at a *Senate* meeting only with the approval of the Chair. When such approval is granted, adequate reading time will be provided to *Senators*, or, if the item is not urgent, the item may be postponed to another meeting.

4.10. If a meeting of the *Senate* has not completed its business after two hours, there will be a break of at least 5 minutes, after which the meeting will recommence.

4.11. The *Senate* will receive the following reports each year to enable it to exercise oversight of the strategic direction and performance of the University:

4.11.1. At its first meeting each year, the *Senate* will set its strategic goals for the coming year, and will receive from the Vice Chancellor an address on the state of the University and a report on any changes to the University’s external environment.

4.11.2. The *Senate* will receive an annual review of performance against the strategies in each of the Operational Plans in the University’s Strategic Plan. Only one such report will be presented to any one *Senate* meeting. These reports will include:

4.11.2.1. performance against key performance indicators;

4.11.2.2. comparative data for the university sector;

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4.11.2.3. risk management; and
4.11.2.4. a discussion paper on key issues for the University in that area.

4.11.3. At its November meeting each year, the Senate will receive a presentation on the University’s budget for the following year and on financial issues facing the University.

4.11.4. The Senate will receive quarterly reports on the University’s finances. The Senate’s Resources Committee will first consider these reports.

4.11.5. The Senate will receive a biannual report (at its June and November meetings) on enrolment trends for international and domestic students.60

4.12. At least once each year the Senate will conduct a review of its own performance.

**Invitees and observers**

4.13. All meetings of Senate are open to the public, except when matters are considered in committee, but will not, without permission of the Chancellor or Chair of any meeting, be filmed or otherwise electronically recorded.

4.13.1. Any person wanting to attend a meeting of Senate as an observer must give written notice of his or her intention to do so to the General Counsel & University Secretary. A person may give specific or standing notice of his or her intentions in this regard.

4.13.2. Where there is insufficient space to accommodate all persons wanting to observe any meeting of Senate, access will be granted in order of the timing of notice given to the General Counsel & University Secretary under paragraph 4.13.1.

4.14. A person who is not a Senator is not permitted to speak (unless invited to do so by the Chancellor), or to bring recording equipment or cameras into the meeting. Observers can be excluded at any stage (either as a group, or individually) by decision of the Senate or of the Chancellor.

**Suspension to deal with confidential business**

4.15. The regular order of business may be suspended at any meeting by permission of the Senators present.

4.16. The meeting may resolve to consider any matter in committee, during which attendance will be restricted to Senators, the General Counsel & University Secretary and any person invited by the Chancellor to be present for that item of business. The agenda will identify items proposed to be considered in committee. However, any other business may be dealt with in committee if the meeting so resolves upon the ground that it is a confidential matter.

**Special and adjourned meetings**

4.17. At a special meeting, only the business specified in the notice of meeting will be considered.

4.18. At an adjourned meeting, only the outstanding or incomplete business of the meeting from which it is an adjournment, will be considered.

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5. Rules of debate

5.1. The Chair, if desiring to participate in a debate, will vacate the chair and call upon another Senator to act as Chair.

5.2. Any Senator desiring to speak will address the Chair.

5.3. When two or more Senators indicate that they wish to speak, the Chair will call upon the Senator who, in the opinion of the Chair, first indicated an intention to speak.

5.4. A reply will be allowed to a Senator who has moved a substantive motion, but not to any Senator who has moved an amendment.

5.5. No Senator may speak to any question after it has been put by the Chair and the show of hands or ballot has been taken on that question.

5.6. Any Senator may move a motion of which notice has been given.

5.7. A motion may be amended or withdrawn by the mover, by permission of the Senators present.

5.8. Any motion or amendment not seconded will not be discussed or be recorded in the minutes. A motion or amendment moved by the Chair does not require a seconder.62

5.9. When one or more amendments have been proposed and defeated or withdrawn, the question will be put as originally proposed.

5.10. A question may be superseded:

5.10.1. by a motion that “the Senate proceed to the next business”; or

5.10.2. by the motion that “the Senate do now adjourn”,

either of which, if seconded will be put immediately without debate.

5.11. The debate on a question may be closed by the motion that “the question be now put”. If the motion is seconded and carried, the question will be put immediately without amendment or debate.

5.12. The Chair will exercise her or his discretion about the manner in which a meeting is conducted. A strict order of debate will be followed only if the meeting so resolves or the Chair so rules.

5.13. A Senator may at any time move that the strict order of debate be followed and the motion will be put to the vote without debate. If such a motion is carried, or the Chair so rules:

5.13.1. no Senator, without the permission of the Chair, will speak twice during the debate on the original motion, except that the mover of the original motion may reply, or that on one amendment being defeated, a Senator may second a further amendment;

5.13.2. a Senator who may have been misrepresented or misunderstood will be allowed to explain immediately before the mover replies;

5.13.3. when an amendment becomes the question, it will be open to discussion as though it were an original motion.

5.14. Unless notice of the motion has been given, a motion to rescind any decision of the Senate must be carried by an absolute majority of the Senate.

6. **General**

6.1. Any of these standing orders concerning rules of debate may be suspended for the time being if a motion to that effect is carried by a majority of Senators present. Should questions which are not dealt with in these standing orders arise at any meeting, the decision of the Chair will be final.

6.2. A Senator can move dissent from a ruling of the Chair on whether or not to allow a motion, or from a ruling not covered by standing orders, but not on matters of procedure or points of order.

6.2.1. If such a motion of dissent is moved:

6.2.1.1. the Chair will vacate the chair while the motion is under consideration; and

6.2.1.2. the mover and the Chair will have the opportunity to speak, after which the motion will be put to the vote.
Annexure “A” – Standing Order 1.8 (form of cover page for agenda items)

<table>
<thead>
<tr>
<th>Date:</th>
<th>DD/MM/YYYY</th>
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**Purpose:**

- 

**Background and summary:**

- 

**Issues & alternatives considered:**

- 

**Linkage to the University’s Strategic Plan:**

- 

**Risk management:**

- 

**Who has been consulted:**

- 

**Attachments:**

- 

**Further information available:**

- 

**Contact person if any Senate member wants further information or to discuss the matter before the meeting:**

- 

**Recommendation/Proposal:**

Senate:

1. Notes the contents of this paper.
2. Resolves <>.

Signed: 


Supported: 


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Date of meeting: Tuesday, 10/04/2007

Present: Terry Budge (Chair)
Nick Costa
Judge Kate O’Brien
Alison Gaines (by phone)
Prof John Yovich
Gerry Georgatos

Secretary: Jeremy Rigg

Apologies: Judge Kate O’Brien, Karen Cooper

Meeting commenced at 12:10pm

1. APOLOGIES
Judge Kate O’Brien.

In accordance with Standing Order 3.12, the Committee members consented to Alison Gaines’ participation in the meeting by way of teleconference.

2. DECLARATIONS OF INTEREST (SENATE STANDING ORDERS CLAUSE 4.2)
Nil.

3. CONFIRMATION OF MINUTES
The Committee confirmed the minute of the decisions by circular resolution, effective 09/03/2007.

4. SENATE MEETING AGENDAS
The General Counsel & University Secretary informed the Committee of some changes to the Senate agenda pack to be made following the discussions at the recent Senate retreat. This included:

   • Terms of reference for Senate are to be added
   • Details as to how to access agenda papers for Senate sub-committees will be added, but the secure Senator’s only website will not be re-launched for logistical reasons.
   • Biographies of Senate members will not be added, due to the number of pages required. A reference to the Senate webpage will be added, and any updates to biographies advised to the University Secretary will be included in the following Agenda pack.
   • A compilation of recent media articles will be brought to Senate meetings for members of Senate to peruse. Media releases are available readily on the Murdoch home page, and a facility for subscribing to these should become available as part of the website upgrade. Significant news items will continue to be distributed to members of Senate through the Vice Chancellor’s office.

The Chair discussed the proposed amendments to the Standing Orders in relation to attendance of observers at meetings. It was noted that this is consistent with the trend within the Higher Education sector that Senates are operating in a manner similar to
that expected of private sector Boards.

It was also noted that following a similar approach with the dinners that follow Senate was important if the occasion is to be used in a more formal manner for guest speakers. The Chancellor and Vice Chancellor agreed to investigate guest speaker availability for the remaining meetings of Senate for 2007. It was suggested that the Events Management team should be involved in arranging Senate dinners where guest speakers will be attending, to assist in maximising the impact of this experience for all involved.

**Resolved:** To recommend to Senate to approve the attached amendments to Standing GNC/04/2007 Order 4.13 in relation to presence of observers.

5. **KPI REPORTING TO SENATE**

The Vice Chancellor spoke to the draft KPI scorecard/matrix. It was discussed that the next step is to progress this draft within the Senior Executive Group. It was noted that the process to date has ensured that the data sets align both with existing reporting requirements, and the content of the Strategic Plan. The initiatives within the Strategic Plan are currently being costed to enable priority spending areas to be determined, which may result in some indicators being dropped from this draft of the scorecard/matrix. The Committee agreed that the current draft should be presented to the next Senate meeting to illustrate progress to date, as part of the Chancellor’s report on outcomes from the Senate retreat.

**Resolved:** To authorise the Vice Chancellor and Chancellor to determine, in consultation with the Senior Executive Group, the final content of the KPI scorecard/matrix.

GNC/05/2007

6. **REPORTS TO SENATE – 2007 WORKPLAN**

The Committee discussed the draft Workplan, and in particular the relationship between the separate reports from each of the Deputy Vice Chancellors, and the proposed KPI Scorecard report and update on areas of focus. It was recommended that the KPI Scorecard report be incorporated into a Vice Chancellor’s overview on the “state of the University”.

**Resolved:** To recommend to Senate to adopt the attached 2007 Workplan.

GNC/06/2007

7. **SENATE MEMBERSHIP**

The Chancellor updated the Committee in relation to Senate membership. Dr Stewart Washer has accepted his co-opted appointment, but will not be available for the next meeting and will attend the 13/06/07 meeting.

The Chancellor and Vice Chancellor will be meeting with a potential candidate from a marketing background, and who has expressed some interest in joining Senate. It is intended to fill the remaining vacancy, if possible, with someone from a property background.

The Chancellor also noted the recent comments from the Federal government in relation to size of Senates possibly being mandated at 14 members or less. It was agreed that the University’s response to this should be considered, and that a discussion paper will be prepared by both the University Secretary and Deputy Chancellor that covers this topic and ancillary issues such as composition of Senate.
8. RESOLUTION REGISTER

The Committee noted the resolution register.
Invitees and observers

4.13. All meetings of Senate are open to the public, except when matters are considered in committee, but will not. Observers may attend meetings of Senate at the discretion of the Chancellor or Chair. No meeting shall without permission of the Chancellor or Chair of any meeting, be filmed or otherwise electronically recorded without permission of the Chancellor or Chair of the meeting.

4.13.1. Any person wanting to attend a meeting of Senate as an observer must given written notice of his or her intention to do so to the General Counsel & University Secretary. A person may given request attendance for a specific meeting or on a standing notice of his or her intentions in this regard. The General Counsel & University Secretary shall facilitate a decision by the Chancellor or the Chair as to whether a specific invitation or a standing invitation will be extended to that person.

4.13.2. Where there is insufficient space to accommodate all persons wanting to observe any meeting of Senate, subject to the discretion of the Chancellor or Chair, access will be granted in order of the timing of notice given to the General Counsel & University Secretary under paragraph 4.13.1.

4.13.3. The Chancellor may revoke any standing invitation issued under this Order at their discretion.

4.14. A person who is not a Senator is not permitted to speak (unless invited to do so by the Chancellor), or to bring recording equipment or cameras into the meeting. Observers can be excluded at any stage (either as a group, or individually) by decision of the Senate or of the Chancellor.
<table>
<thead>
<tr>
<th>Month</th>
<th>Reports</th>
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| 21 February   | • Draft annual report for 2006  
                • Draft financial statements for 2006  
                • Annual report on Audit & Risk Management from Audit and Risk Management Committee (9 weeks)                                                                                           |
| 26 April      | • Report on outcomes of Senate Retreat  
                • Listing of University companies/directors  
                • 2006 annual report on the University environment from Environmental Committee  
                • Update on Governance Matters (7 weeks)                                                                                                                                                    |
| 13 June       | • VC’s Overview of the University, incorporating the KPI Scorecard report, and including particular areas of focus as necessary  
                • Qualitative report on Education issues  
                • Financial report for 1st quarter via Resources Committee  
                • Bi-annual report on enrolment trends (local and overseas students) (7 weeks)                                                                                                                |
| 1 August      | • Strategy for 2008 operating budget by Deputy Vice Chancellor, Corporate  
                • Financial report for 2nd quarter via Resources Committee  
                • Update on Governance Matters (6 weeks)                                                                                                                                                  |
| 12 September  | • Update on Strategic Risk plan (6 weeks)                                                                                                                                                              |
| 24 October    | • VC’s Overview of the University, incorporating the KPI Scorecard report, and including particular areas of focus as necessary  
                • Qualitative report on Research issues  
                • Financial report for 3rd quarter via Resources Committee  
                • Update on Governance Matters (6 weeks)                                                                                                                                                  |
5 December

- 2008 annual budget
- Appoint chairs of Senate Committees for 2008-2010
- Chancellor’s Committee report on Vice Chancellor’s performance objectives
- Appointment of Summer Committee
- Bi-annual report on enrolment trends (local and overseas students)
Effective date: 17/04/2007

Result: In accordance with Senate Standing Order 3.9.5, an absolute majority of members of the committee voted in favour of the resolution below.

Members voting: Mr Terry Budge (Chair) Professor John Yovich Judge Kate O’Brien Alison Gaines Gerry Georgatos Assoc. Prof. Nick Costa

Abstentions: Nil

Secretary: Jeremy Rigg

Apologies: Not applicable

Official attendees: Not applicable

Observers: Not applicable

1. DECLARATIONS OF INTEREST (SENATE STANDING ORDERS CLAUSE 4.2)
   Nil

2. CONFIRMATION OF MINUTES
   Not applicable.

3. NEW APPOINTMENT TO SENATE
   Further to the discussion on Senate membership at the meeting of the Committee of 10/04/2007, the Vice Chancellor and Chancellor recommended to the Committee the appointment of Mr Steve Harris to Senate. A copy of Mr Harris’s resume is attached. The committee resolved to recommend to Senate the nomination of Mr Harris and that a request be made to the Minister’s Office to appoint Mr Steve Harris to Senate.

   Resolved: To recommend to Senate that the Minister for Education be requested to appoint Mr Steve Harris to Senate.

   ◆◆◆
Steve Harris Profile

Steve is the Managing Director of The Brand Agency.

With approximately $125M in annual turnover and $21M in income, The Brand Agency is in Australia’s top twenty advertising agencies and has offices in Perth, Melbourne, Sydney and Auckland. Major clients include Alinta, Bunnings, BankWest, Channel Nine, Peet Limited, The Sunday Times, the RAC and the Water Corporation.

The Agency is 25% owned by nine working directors and 75% owned by the ASX listed STW Group. (The STW Group is Australia’s largest diversified communications company, with ownership and management involvement in over 55 different specialist businesses including Singleton Ogilvy & Mather, J. Walter Thompson, Group M, The Brand Agency, and Badjar. A full profile is available at www.stwgroup.com.au)

He has senior level relationships throughout the Perth media industry, and an association with the senior marketing and management teams of most Perth based businesses with a heavy reliance on advertising.

His core skills include brand, advertising and marketing strategy, an understanding of the advertising and media industry and associated revenue and business issues, and management experience in a multi office business through Australia and New Zealand.

Prior to joining The Brand Agency in 1997, Steve had been a Director of Intoto (Clemenger Perth), Advertising & Marketing Manager for The Sunday Times, and a Director of ad agency Bowtell Clarke & Yole. He studied journalism and marketing at the University of Western Australia and Curtin University.

Steve is also the company secretary of The Brand Agency, a Director of the media buying agency Maxus Perth (a 50/50 joint venture between The Brand Agency and Mindshare – the world’s largest media buying agency), and a Director of the Sydney ad agency The Brand Shop (a joint venture between The Brand Agency, Melbourne based Badjar and the STW group). He is also the Patron of the Perth Advertising & Design Club, the peak body for the WA advertising and design industry.

He is 40 years old and lives in Applecross with his wife Angela, a psychologist & counsellor, and his two daughters, Lily 12, and Chloe 10.
Effective date: 05/04/2007

Result: In accordance with Senate Standing Order 3.9.5, an absolute majority of members of the committee voted in favour of the resolution below.

Members voting: Chancellor (Chair)  
Deputy Chancellor Mr Gerry Georgatos  
Vice Chancellor Mr Phillip Hocking  
Prof Nick Costa Prof Tom Lyons  
Mr Nathan Giles Prof Simone Volet

Abstentions: Nil

Secretary: Ms Samantha Summerton

Apologies: Not applicable

Official attendees: Not applicable

Observers: Not applicable

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

2. CONFIRMATION OF MINUTES
   Not applicable.

3. 2007 SIR WALTER MURDOCH LECTURE NOMINEE
   The Sir Walter Murdoch lecture is an annual event held by the University. The University invites a person of national or international standing to deliver the Murdoch Lecture on a topic of their choice. The Committee were asked to consider Nobel Laureate Professor Wangari Maathai as a potential lecture candidate.

   Professor Wangari Maathai was nominated by Prof. Nick Costa. Prof Costa provided a detailed nomination form (attached) and a copy of Prof Maathai’s cv (attached). The Committee resolved as follows:

   Resolved: To invite Professor Wangari Maathai to deliver the 2007 Sir Walter Murdoch Lecture.

4. NEXT MEETING
   Not applicable.

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# Senate Meeting Dates 2007

<table>
<thead>
<tr>
<th>Future Senate Meeting Dates</th>
<th>Deadline for Agenda Items</th>
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<td>Wednesday, 1/08/2007</td>
<td>Thursday, 19/07/2007</td>
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<td>Wednesday, 12/09/2007</td>
<td>Thursday, 30/08/2007</td>
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<tr>
<td>Wednesday, 24/10/2007</td>
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All Senate meetings will commence at 4.30 pm.