

BOARD OF TRUSTEES

Minutes of the meeting 2015/1 of the Board of Trustees of the University of Western Sydney, held at 8.30 am on **Wednesday 25 February 2015 in the Board of Trustees Room, EZ, Parramatta Campus.**

Present: Professor Peter Shergold AC (Chancellor)
Professor Barney Glover (Vice-Chancellor)
Mr Michael Pratt (Deputy Chancellor)
Ms Gillian Shadwick (Deputy Chancellor)
Mr John Banks
Mr Christopher Brown AM (from 8:45am)
Ms Elizabeth Dibbs
Mr Tim Ferraro
Ms Genevieve Gregor
Mr Elie Hammam (to 10.30am)
Ms Vivienne James (from 9.10am)
Dr George Morgan (to 11am)
Ms Jenny Purcell
Mr Ian Stone
Ms Gabrielle Trainor (from 9.40am)
Associate Professor Paul Wormell

Apologies: Ms Taylor Macdonald

In Attendance: Ms Helen Fleming
University Secretary and Legal Counsel
Ms Emily Byrne
Mr James Fitzgibbon
Mr Peter Graham (item 2.5)
Professor Scott Holmes
Professor Denise Kirkpatrick
Mr Angelo Kourtis
Mr Peter Pickering
Ms Sharon Rigney, minutes
Ms Linda Taylor (item 2.3)
Professor Greg Whateley (item 2.5)

1. OPENING AND PROCEDURAL MATTERS

1.1. Welcome

The Chancellor welcomed the members of the Board and senior staff, in particular welcoming Helen Fleming to her first meeting as University Secretary and Professor Denise Kirkpatrick (DVC Academic) to her first Board meeting.

The board papers are being reviewed to ensure relevance and quality, while keeping the volume of information provided to a reasonable level.

1.2. Apologies

The Board accepted an apology from Taylor Macdonald.

1.3. Declarations of Interest

The following declaration was made:

Liz Dibbs advised the meeting that she is chair of the Centenary Institute of Cancer Medicine and Cell Biology.

1.4. Confirmation of Minutes

Resolution

The Board of Trustees resolved to confirm the Minutes and Confidential Minutes of the meeting of the Board of Trustees held on 3 December 2014.

1.5. Action Sheet from Previous Meetings

The Board noted the actions from previous meetings without discussion.

1.6. Starring of Items

In addition to procedural items (items 1.1 to 1.7), the following items were starred: 2.1, 2.2, 2.2.1, 2.2.2, 2.2.3, 2.3, 2.4, 2.5 and all items under 3.

Resolution

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

1.7. Arrangement of Business

The Board agreed with the Chancellor's suggestion that the meeting would consider items 2.2.3, 2.5 and 3.4 under closed session. The remainder of the items would be discussed in open session.

2. MATTERS FOR DELIBERATION

2.1. Chancellor's Report

The Chancellor reported that he has been nominated the Chair of the Higher Education Standards Panel. The Panel will focus on ensuring that students, employers and funders of research have access to as much information as possible for determining quality and for making informed choices when comparing higher education providers. The Panel will also look at the role of ATARs in students' access to higher education to ensure that processes are transparent and equitable.

UWS is now a major sponsor of the Zest Community Awards, through which scholarships are awarded to highly deserving students to enable them to complete their studies at UWS.

An external consultant has been commissioned to conduct an appraisal of the Board's performance and this will involve a review of best practice governance trends within the university sector.

2.2. Vice-Chancellor's Report

The Vice-Chancellor briefed the Board on the current political situation in regard to the higher education reforms. The legislation is unlikely to be supported in the Senate and it is

anticipated that it will be redrafted in the lead up to the next election. Some moderation may be desirable to prevent fees rising too high in a de-regulated market and various options to achieve this are under discussion.

The Vice-Chancellor advised the meeting that he has been appointed the chair of Universities Australia.

2.2.1 Securing Success

The final strategic plan was submitted for approval. The plan was developed following a nine month extensive consultation process involving students, staff and external stakeholders. Academic Senate endorsed the plan at their meeting on 13 February and requested that specific reference be made to staff wellbeing. The plan will be reviewed periodically and a traffic light report will be developed for biannual reporting to the Board.

Resolution

The Board of Trustees resolved to approve the revised University Strategic Plan, Securing Success: 2015-2020.

2.2.2 UWS-UEH Joint Campus

The proposal to establish a joint campus in Ho Chi Minh City involves minor capital funding (\$200k) to re-furbish existing facilities. This project aligns with the University's international outreach strategies and is expected to generate inbound load. The University of Economics Ho Chi Minh City (UEH) is a reputable institution located within a growing market so the risks to UWS are minimal.

Resolution

The Board of Trustees resolved to:

- **note the Business Case for the proposed UEH-UWS Vietnam campus in HCMC; and**
 - **approve the negotiation and finalisation of documentation by the Vice-Chancellor to establish the campus consistent with this proposal, including approval for capital expenditure of up to \$AUD 200,000 to refurbish facilities in Vietnam.**
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2.2.3 Callista

This item was discussed under closed session.

2.3. International Strategy

Associate Professor Linda Taylor (Pro Vice-Chancellor International) presented the international strategy. The strategy mirrors the Securing Success plan and pivots around the central tenet of creating an unrivalled experience for international students.

The Board discussed the management of the risk to the University's streamlined visa processing. Some of the higher risk markets have been closed down and agents will be incentivised to deliver qualified students.

The 2015 year-to-date revenue from international students is lower than budget but growth strategies are expected to deliver load later in 2015.

2.4 Western Sydney Institute for Population and Community Health

The Board discussed the proposal to establish an independent health research institute at the University of Western Sydney. The research institute will be in a position to compete for the 2016 round of the Medical Research Support Program (MRSP) from the NSW Department of Health.

The Institute will be part of UWS for research purposes and the ambition is the establishment of a genuinely independent entity. The Board noted the challenges of this model and the risks will need to be closely managed.

Resolution

The Board of Trustees resolved to:

1. **Approve the establishment of the Western Sydney Institute for Population and Community Health as a research institute of the University under the Research Institute Policy; and**
 2. **Note that a further proposal will be submitted to the Board in the latter half of 2015 to establish the Institute as a company limited by guarantee.**
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2.5 UWS International College

This item was discussed under closed session.

3. REPORTS AND RECOMMENDATIONS FROM BOARD COMMITTEES

3.1 Finance and Investment Committee (FIC)

The chair of the Finance and Investment Committee, Genevieve Gregor, spoke briefly to the report. The FIC supports the recommendations in regard to TVS as there are no other viable options. The debt is not new debt and is fully provided for. In relation to the University's unrestricted cash, approximately \$20m has been moved into higher yield investments to increase the University's buffer in this volatile higher education policy environment.

The 2014 year-end result achieved a better than expected surplus due to a slowing of expenditure and the underlying result is consistent with recent years.

Resolution

The Board of Trustees resolved to:

- **note that the TVS community television broadcasting licence ends on 31 December 2015;**
 - **note that TVS will cease operation as at 31 December 2015; and**
 - **approve the writing off of any debts owing to UWS at that time, anticipated to be in the vicinity of \$7.24million.**
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3.1.1 Pricing Update

The Board noted the report.

3.1.2 Superannuation

The Board noted the report.

3.1.3 Student Load Trends

An updated load paper as at 22 February was tabled at the meeting. 2015 enrolment figures are showing significant and consistent growth trends since early January. The UWS-wide enrolment levels are tracking at a 5% increase compared to the same period last year. UWSCollege is showing an increase of 48% compared to 2014 and this is in part due to a comprehensive campaign to convert offers into enrolments. 80% of UWSCollege students studying in pathways programs go on to study in UWS degree programs and the role of UWSCollege in producing quality UWS graduates is crucial to the University's strategy and mission. The success of the UWSCollege academic literacy programs was noted and the Deputy Vice-Chancellor (Academic) will investigate similar support options for UWS students.

3.2 Audit and Risk Management Committee (ARMC)

Liz Dibbs spoke to the report. WHS reporting will be improved through the introduction of an electronic reporting system. Streamlined Visa Processing has been added to the risk register so that it can be carefully monitored and managed. The IT Security Steering Committee is concentrating on cyber-attacks and IT security more broadly and will report regularly to the ARMC.

3.3 Academic Senate

The Chair of Academic Senate highlighted the following from his written report:

- Welcome to Professor Denise Kirkpatrick to Senate in this crucial role as DVC (Academic).
- Senate welcomed the opportunity to provide feedback on the Securing Success plan and warmly endorsed the strategy.
- Senate workplan for 2015 focusses on the Securing Success Strategic Plan, with an emphasis on the student experience.
- VC and Chair of Academic Senate academic forums will continue in 2015. The first forum for 2015 on "The Student Experience" was well-attended, lively and engaging.

Resolution

The Board of Trustees resolved to approve the revised Academic Governance Policy, providing for changes to the membership of Academic Senate.

3.4 Board Standing and Remuneration and Nominations Committees

The Board discussed this item under closed session and made resolutions including the approval of an honorary doctorate award and committee appointments.

3.5 University Infrastructure Committee (UIC)

The chair of the UIC, Michael Pratt, spoke to his report. UWS is the most improved university in Australia for student satisfaction in IT services and the CIDO (formerly CIO) Kerry Holling, was commended on this pleasing result. IT services have commenced migration to cloud solutions with a suite of e-Business being one of the first services to move onto the cloud.

The committee will be considering options for seniors living as part of the re-development of the Parramatta North site. Active seniors-living close to campus and facilities will provide an ongoing annuity stream through the improved utilisation of university assets.

The UIC was provided with a project update on 1PSQ. There was some debate in regard to the installation of an access floor for the provision of IT services but it has been agreed that an alternative to access flooring would be sought.

Resolution

The Board of Trustees resolved to approve:

1. The delegations as outlined in the table attached as Attachment 1 pursuant to section 23 of the University of Western Sydney Act, 1997.
2. The revoking of the delegation and Power of Attorney previously made to the following positions:
 - a. Deputy Vice Chancellor Corporate Strategy & Services as that position has been disestablished;
 - b. Director – Office of Commercial & Estate Development position as that position is currently vacant and not planned to be replaced;
 - c. Development Manager as that position is currently vacant and not planned to be replaced.
3. Where required, the granting of any additional or amended Power of Attorney to any delegate identified in Attachment 1 subject to any limits identified in Attachment 1.
4. The affixing of the University seal in accordance with the University Rules to any Power of Attorney, Revocation of Power of Attorney or other document as may be required to implement the delegations outlined in Attachment 1.

3.5.1 Parramatta CBD Project: Progress Report

The Board noted the report.

4. ADVISORY BODIES

4.1 Foundation Council

The Board was advised that Foundation Council member, Katie Page, has recently undertaken a major fundraiser across Western Sydney through Harvey Norman retail stores to raise funds for UWS scholarships.

5. USES OF THE UNIVERSITY SEAL

The Board made the following resolution without discussion:

Resolution

The Board of Trustees approved the uses of the University Seal since the last report, as detailed in the report provided to this meeting.

6. OTHER MATTERS

6.1 Staffing Matters

The Board noted the report without discussion.

6.2 The Academy- 2014 summary

The Board noted the report without discussion.

6.3 Compliance with Voluntary Code of Best Practice

Resolution

The Board of Trustees resolved to note the compliance report.

6.4 Proposed Partnership with Beijing University of Chinese Medicine

The Board noted the report without discussion.

6.5 Art Collection- Annual Report and Acquisitions

The Board noted the report. The Art Collection is one area of risk for universities and the annual report needs to be more expansive on the financials in future.

6.6 Research Institutes

The Board noted the report without discussion.

7. OTHER BUSINESS

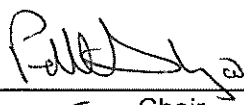
The consultant who is conducting the Board performance review, Peter Forster, will be in touch with Board members to schedule interviews.

8. NEXT MEETING AND CLOSURE

The next meeting of the Board is scheduled to be held at 8.30am on Wednesday 8 April 2015 in the Board of Trustees Room, Female Orphan School, Parramatta Campus.

There being no other business, the meeting closed at 12.38pm.

Confirmed by:



Chair

8/4/15

Date