

Ref.	Recommendation and actions to be taken	Progress
Rec. 1	<p>That the University of New England finalise its policy framework ensuring that it, <i>inter alia</i>, clearly defines the loci for setting various policies, the degree of flexibility in policy interpretation and implementation, and corresponding accountabilities.</p> <p><b>COMPLETED and ONGOING</b></p>	<p>The UNE Framework for Policies and Other Instruments (UNE website, under ‘Policies’) has been approved by Council and governs matters relating to the authority for setting policy, accountability for implementation and the extent to which discretionary decisions may be made, refer <a href="http://www.une.edu.au/rmo/policies/T0000ME8.pdf">http://www.une.edu.au/rmo/policies/T0000ME8.pdf</a>.</p> <p>The Heads of School Forum is used to inform Heads about UNE policies as they are developed, refer to <a href="http://www.une.edu.au/od/hos.htm">http://www.une.edu.au/od/hos.htm</a>.</p> <p>Heads of Schools have a standing item on their School meeting agendas, for a report to their colleagues on policy developments as they arise both from the Forum and from the Academic Board meetings.</p>
Rec. 2	<p>That the University of New England improve its planning and monitoring system through greater alignment of clear and concise local and central plans and increased use of targets and accountabilities to help provide greater focus and to enable robust monitoring against stated goals and objectives.</p>	<p>Faculties have developed more concise high-level plans that link to the University-wide plans which concentrate on the key priorities for teaching, research and service.</p> <p>The policy on quality reviews of Schools and Faculties has been amended to ensure that reviews include consideration of the alignment of School and Faculty plans with University-wide plans, refer to <a href="http://www.une.edu.au/rmo/policies/acad/AcadQAreviews.pdf">http://www.une.edu.au/rmo/policies/acad/AcadQAreviews.pdf</a>.</p> <p>The overall planning process has been simplified to make it easier to implement plans and monitor progress. UNE-wide plans comprise an annually reviewed Strategic Directions statement (eg <a href="http://www.une.edu.au/planning/T&amp;Ldirections.htm">http://www.une.edu.au/planning/T&amp;Ldirections.htm</a>) accompanied by a Management Plan (eg <a href="http://www.une.edu.au/planning/ResManPlan2005-2006.pdf">http://www.une.edu.au/planning/ResManPlan2005-2006.pdf</a>). Faculty Plans are constructed to a pro-forma that links strategic planning with resource planning and with clear targets (see <a href="http://www.une.edu.au/planning/facultyproforma2005.pdf">http://www.une.edu.au/planning/facultyproforma2005.pdf</a></p> <p>Quantitative targets have been developed for key academic indicators. These were reported to the Council on 9 December 2004 by the Vice-Chancellor and published via a link from the Strategic Plan:</p>

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	<b>COMPLETED</b>	<a href="http://www.une.edu.au/planning/QuantitativeTargets9Dec.pdf">http://www.une.edu.au/planning/QuantitativeTargets9Dec.pdf</a> .
Rec. 3	<p>That the University of New England further develop its system of management information reporting for Deans, Heads of School and other managers of organisational units, to assist them in more effectively managing progress toward strategic objectives.</p> <p><b>COMPLETED and ONGOING</b></p>	<p>The Director of Planning and Institutional Research regularly consults with managers on the most effective format for the provision of management information reports that relate to strategic objectives.</p> <p>For strategic management, information has been oriented to two needs: Faculty strategic planning, focussing on data required for the faculty planning pro-forma reported under Recommendation 2 above; and second, a report that provides analysis for annual reviews by faculties of the on-going viability of subject areas and their structural units (see . <a href="http://www.une.edu.au/planning/viabilitydata.pdf">http://www.une.edu.au/planning/viabilitydata.pdf</a>)</p> <p>For review purposes, Planning and Institutional Research have developed new reports that are optimised for reviews of schools and courses in the light of the above consultation (examples are <a href="http://www.une.edu.au/planning/STATStemplate-example2005.pdf">http://www.une.edu.au/planning/STATStemplate-example2005.pdf</a> and <a href="http://www.une.edu.au/planning/GDSCEQtemplate-example2005.doc">http://www.une.edu.au/planning/GDSCEQtemplate-example2005.doc</a>)</p> <p>Planning and Institutional Research advise stakeholders of changes that have been made to reports and seek regular feedback as part of a continuous improvement process.</p> <p>Planning and Institutional Research offer workshops for relevant staff throughout the University, to facilitate their access to management information that is already on the web, refer to <a href="http://www.une.edu.au/rmo/policies/polACAD.html">http://www.une.edu.au/rmo/policies/polACAD.html</a> for information related to the University's management of information.</p>
Rec. 4	<p>That the University of New England implement effective quality control procedures for the branding and marketing of all activities with which the University is associated, directly and via partners.</p>	<p>Marketing and Public Affairs, in consultation with the Executive Director (Business and Administration), the Pro Vice-Chancellor (Teaching and Learning) and the Pro Vice-Chancellor (International and Entrepreneurial), have implemented project management procedures, processes and quality assurance mechanisms to manage the UNE brand in relation to partner</p>

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	<b>COMPLETED</b>	<p>usage. Secondary branding visual identity guidelines are in use and are policed by the University Brand Officer and the University Project Team Leader, refer to <a href="http://www.une.edu.au/mpa/uneassociates/">http://www.une.edu.au/mpa/uneassociates/</a>.</p> <p>The Pro Vice-Chancellor (International and Entrepreneurial) has developed procedures for monitoring and enforcement to ensure partner compliance, refer to <a href="http://www.une.edu.au/pvci/Projects/IPM.htm">http://www.une.edu.au/pvci/Projects/IPM.htm</a> for detail.</p>
Rec. 5	<p>That the University of New England undertake a review of the assessment practices throughout the University and use the findings to consider the effectiveness of the current Assessment Policy and the manner in which it is consistently implemented and monitored.</p> <p><b>COMPLETED</b></p>	<p>The Pro Vice-Chancellor (Teaching and Learning) and Academic Board's Teaching and Learning Committee have revised the Assessment Policy accordingly, endorsed by Academic Board on 29 November 2004, refer to <a href="http://www.une.edu.au/rmo/policies/acad/assessment.pdf">http://www.une.edu.au/rmo/policies/acad/assessment.pdf</a>.</p>
Rec. 6	<p>That the University of New England further develop its research planning to assist effective leadership of research activity designed to achieve clear and concise research outputs for each area of research concentration.</p> <p><b>ONGOING</b></p>	<p>The Pro Vice-Chancellor (Research and Development) and Academic Board's Research Committee have identified appropriate outputs for areas of research concentration, refer to <a href="http://www.une.edu.au/offsect/res_terms.htm">http://www.une.edu.au/offsect/res_terms.htm</a> and <a href="http://www.une.edu.au/research-services/rescent.html">http://www.une.edu.au/research-services/rescent.html</a></p> <p>The Pro Vice-Chancellor (Research and Development) has developed a research management process to enhance achievement of appropriate outputs, refer to <a href="http://www.une.edu.au/research-services/Home/resmgtplan05-06.pdf">http://www.une.edu.au/research-services/Home/resmgtplan05-06.pdf</a>.</p>
Rec. 7	<p>That the University of New England establish systemic criteria for establishment, location and disestablishment of research centres, and that the review policy be fully implemented.</p>	<p>A criterion for the establishment, location and disestablishment of research centres has been established, refer to <a href="http://www.une.edu.au/research-services/pg_res_handbook.PDF">http://www.une.edu.au/research-services/pg_res_handbook.PDF</a></p> <p>The Pro Vice-Chancellor (Research and Development) developed a schedule of reviews of research centres outside faculties detailed at</p>

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	<b>COMPLETED</b>	<a href="http://www.une.edu.au/rmo/policies/res/T0000V3U.pdf">http://www.une.edu.au/rmo/policies/res/T0000V3U.pdf</a> The Pro Vice-Chancellor (Teaching and Learning) and the Executive Deans ensure that research centres within schools/faculties are explicitly considered as part of school/faculty reviews – <a href="http://www.une.edu.au/offsect/OA_reviews.htm">http://www.une.edu.au/offsect/OA_reviews.htm</a> .
Rec. 8	That the University of New England establish a system for ensuring that good practice in supervision, supervisor selection and professional development is embedded in policy and implemented consistently throughout the University.  <b>COMPLETED</b>	The Pro Vice-Chancellor (Research and Development) and Academic Board's Research Doctoral Committee developed the criteria for a register of approved supervisors of higher degree research students, and an implementation strategy for the introduction of this register, refer to <a href="http://www.une.edu.au/research-services/pg_res_handbook.PDF">http://www.une.edu.au/research-services/pg_res_handbook.PDF</a> .  Also to ensure that good practice in supervision occurs a Dean of Graduate Studies (Level E, half time) is being appointed who will oversee that best practice is implemented. In addition, the current PhD Committee has been restructured into a Higher Research Degrees Committee, with the administration of Research Masters now also centralised in Research Services.
Rec. 9	That the University of New England finalise its review of the minimum standards of support for Higher Degree Research students and that it ensure that the resulting policy requirements are met throughout the University.  <b>COMPLETED</b>	Minimum standards have been finalised, and are contained in the following document - <a href="http://www.une.edu.au/research-services/pg_res_handbook.PDF">http://www.une.edu.au/research-services/pg_res_handbook.PDF</a> and <a href="http://www.une.edu.au/research-services/usefullinks.html">http://www.une.edu.au/research-services/usefullinks.html</a>
Rec. 10	That the University of New England review the efficiency of the ethics approval and auditing processes and whether the current level of resourcing these processes is adequate.  <b>IMPLEMENTATION TO BE COMPLETED BY END OF 2005</b>	The Pro Vice-Chancellor (Research and Development) reviewed ethics committee procedures, with internal and external representation, and has reported to VCC and Academic Board on efficiency and resourcing issues, refer to the detail at - <a href="http://www.une.edu.au/research-services/ethics/ethics_news.html">http://www.une.edu.au/research-services/ethics/ethics_news.html</a> . The PVC (Research and Development) has increased the budget for administering ethics at UNE.

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Rec. 11	<p>That the University of New England establish and monitor an appropriately resourced system for managing student exchanges.</p> <p><b>COMPLETED</b></p>	<p>The Pro Vice-Chancellor (International and Entrepreneurial) has constituted an Exchange Committee to oversee exchange programs and has created a new unit, International Marketing and Pathways, to provide administrative support.</p>
Rec. 12	<p>That the University of New England ensure that its process of due diligence in respect of new partners takes into explicit consideration the National Protocols for Higher Education Approval Processes as appropriate.</p> <p><b>COMPLETED</b></p>	<p>The Pro Vice-Chancellor (International and Entrepreneurial) and the Entrepreneurial Committee have amended procedures to ensure that entrepreneurial proposals include adequate information on partners' standing, terminology and programs, refer to <a href="http://www.une.edu.au/UNEonly/pvcieo/">http://www.une.edu.au/UNEonly/pvcieo/</a>.</p>
Rec. 13	<p>That the University of New England review its course rules and partnership agreements for advanced standing into the MBA program against appropriate national standards, and also its implementation of these rules and agreements.</p> <p><b>COMPLETED and ONGOING</b></p>	<p>The Pro Vice-Chancellor (Teaching and Learning) and Executive Dean of Economics, Business and Law have ensured that the appropriateness of current advanced standing arrangements were considered by the MBA Review Panel during the review of this course held during semester 2, 2004, refer section 3.14 page 77 of the report to Academic Board - <a href="http://www.une.edu.au/UNEonly/offsect/ABbp16-05-05.pdf">http://www.une.edu.au/UNEonly/offsect/ABbp16-05-05.pdf</a> and section 9.2.1.2 page 12 for the Academic Board resolution supporting implementation of the recommendations to Academic Board - <a href="http://www.une.edu.au/UNEonly/offsect/ABbp27-06-05.pdf">http://www.une.edu.au/UNEonly/offsect/ABbp27-06-05.pdf</a></p> <p>The Pro Vice-Chancellor (International and Entrepreneurial) has developed monitoring and enforcement processes to ensure partner compliance with academic aspects of agreements, refer to <a href="http://www.une.edu.au/pvci/Projects/IPM.htm">http://www.une.edu.au/pvci/Projects/IPM.htm</a> for the detail.</p>
Rec. 14	<p>That the University of New England establish a leadership system for the high-level coordination and strategic direction and maintenance of partnerships and community engagement.</p> <p><b>COMPLETED</b></p>	<p>The office of the Pro Vice-Chancellor (Research and Development) provides coordination and strategic direction for partnerships and community engagement. A Director, Development Office has been employed.</p>

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Rec. 15	<p>That the University of New England Academic Board review the University's entrance criteria, including English language requirements, in accordance with relevant national and international standards, and assert control over these criteria through a robust monitoring system.</p> <p><b>COMPLETED</b></p>	<p>The Pro Vice-Chancellor (International and Entrepreneurial) and the University Admissions Committee have reviewed and revised entrance criteria on behalf of Academic Board, refer - <a href="http://www.une.edu.au/rmo/policies/acad/englishlangreq.pdf">http://www.une.edu.au/rmo/policies/acad/englishlangreq.pdf</a> and <a href="http://study.une.edu.au/thehub/index.php3">http://study.une.edu.au/thehub/index.php3</a>.</p> <p>The University Admissions Committee has developed a monitoring system for entrance standards, on behalf of the Academic Board.</p> <p>The Pro Vice-Chancellor (International and Entrepreneurial), the International Office and Student Administration have developed a coordinated admission procedure to ensure compliance with entry standards, through the newly established unit – International Marketing &amp; Pathways.</p>
Rec. 16	<p>That the University of New England review the system in place for ensuring that students in transnational programs are aware of UNE grievance procedures, and that those procedures are able to be effected.</p> <p><b>COMPLETED</b></p>	<p>A single statement on UNE student grievance and complaints procedures has been developed - <a href="http://www.une.edu.au/rmo/policies/acad/studappeals.pdf">http://www.une.edu.au/rmo/policies/acad/studappeals.pdf</a>.</p> <p>Student Administration and Services have ensured that this statement is located on the UNE website detailed above.</p> <p>Deans have ensured that this statement is included in all course materials developed by faculties for students in transnational programs.</p>
Rec. 17	<p>That the University of New England undertake a major review of the quality assurance systems in place for the design, approval, delivery and review of transnational programs, including the scope of the review the respective roles of the Academic Board, International Committee and Entrepreneurial Committee, and also incorporating a detailed assessment of the effectiveness of quality assurance systems being applied in respect of the current and recently-terminated transnational programs.</p>	<p>The Pro Vice-Chancellor (International and Entrepreneurial) and the Chair of Academic Board undertook a major review of this area and implemented new processes and requirements and provided recommendations to VCC which were accepted: refer <a href="http://www.une.edu.au/pvci/Framework.htm">http://www.une.edu.au/pvci/Framework.htm</a> for detail and <a href="http://www.une.edu.au/rmo/policies/acad/AcadQAreviews.pdf">http://www.une.edu.au/rmo/policies/acad/AcadQAreviews.pdf</a>.</p>

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Rec. 18	<p>That the University of New England, as a matter of priority, review the adequacy and the implications for teaching and research programs, of its library resources for Law, including the Law Library, Law holdings in Dixson Library, and relevant electronic library resources.</p> <p><b>COMPLETED</b></p>	<p>The University Librarian, in consultation with the Pro Vice-Chancellor (Teaching and Learning), the Pro Vice-Chancellor (Research and Development), the Executive Dean of Economics, Business and Law and the Head of the School of Law, have reviewed this matter and in line with development of electronic library services, document delivery through inter-library loans is provided for all research masters and doctoral students.</p>
Rec. 19	<p>That the University of New England review the academic workload allocation models currently in effect; and that it assess the impact of these models with a view to ensuring fair, effective, and from a staff perspective, satisfactory workload allocation.</p> <p><b>ONGOING</b></p>	<p>Since certification of the Enterprise Agreement (5 May 2005 - <a href="http://www.une.edu.au/hrs/news/2005_05_05.htm">http://www.une.edu.au/hrs/news/2005_05_05.htm</a> ), the Director, HRS and the PVC (R &amp; D) convened a meeting of Deans and Heads of Schools to review workload allocation models. A proposal was developed which takes into account research productivity and research student supervision as well as coursework EFTSL.</p>
Rec. 20	<p>That the University of New England ensure its processes for staff goal setting and performance review is implemented effectively throughout the University.</p> <p><b>ONGOING</b></p>	<p>Since certification of the Enterprise Agreement (5 May 2005 - <a href="http://www.une.edu.au/hrs/news/2005_05_05.htm">http://www.une.edu.au/hrs/news/2005_05_05.htm</a> ), and the introduction of the Federal Governments Higher Education Workplace Review Reforms (HEWRRs) new procedures addressing the compliance for staff goal setting and performance review required by HEWRR's is being developed by the Manager, Organisational Development (Human Resource Services).</p>
Rec. 21	<p>That the University of New England finalise the redevelopment of its Website with a view to enhancing navigation and access.</p> <p><b>ONGOING</b></p>	<p>The UNE Web Project Group is continuing with its current project and provides progress reports to the VCC with a proposed end date for the project of December 2006.</p>