
Minutes from the Open session of the second University of New England Council meeting for 2019, held at 8:30 am, Friday 15 March 2019, in the Council Room, Booloominbah and by teleconference.

PRESENT

Mr J Harris (*Chancellor and Chair*)
Ms J McClelland (*Deputy Chancellor*) – *via teleconference*
Prof A Duncan (*Vice-Chancellor & CEO*)
Prof M Perry (*Chair of Academic Board*) – *via teleconference*
Assoc. Prof R Scully
Mr D van Aanholt – *via teleconference*
Mr R Evans
Mr R Finch
Mr C Hebblewhite
Ms R Leamon
Ms A Myers
Ms L Quiddington
Ms M Symons

IN ATTENDANCE

Prof M Choct (*Pro Vice-Chancellor External Relations*)
Prof P Creamer (*Chief Operating Officer*)
Prof H Daniel (*Deputy Vice-Chancellor Research*)
Prof J Powles (*Pro Vice-Chancellor Academic Innovation*)
Prof T Walker (*Provost and Deputy Vice-Chancellor*)
Prof M Wilmore, *Dean HASSE*
Assoc. Prof A Lykins, *Deputy Chair of Academic Board - observing*
Mr K Kauffmann (*Chief Financial Officer*)
Mr B Peet (*Chief Legal and Governance Officer*)
Mrs G Price (*Deputy University Secretary*), *minute recorder*
Ms J Croaker (*Secretariat Officer*)

1. * MEETING OPENING AND WELCOME COMMENTS

The Chair and Chancellor, Mr James Harris, welcomed everyone to the March Council meeting including those persons attending via teleconference. He also welcomed Professor Michael Wilmore, Dean of Humanities, Arts, Social Sciences and Education (HASSE) who will provide a presentation about the Faculty at item 3.1, and Associate Professor Amy Lykins, Deputy Chair of Academic Board who is observing today.

1.1. * Acknowledgement of Country

Council members acknowledged the traditional custodians of this land called New England and showed respect to their Elders past and present.

1.2. * Apologies

There were no apologies.

1.3. * Council Member Conflict of Interest Disclosures

There were no conflicts of interest declared.

1.4. Disclosed Register of Interest

Council members were asked to update their Disclosed Register of Interest to the Secretariat as necessary.

1.5. * Order of Business (including adoption of non-starred items)

The Chair of Academic Board requested that item 6.1, Principal Dates 2020, be starred for discussion.

Council ACCEPTED the revised order of business and ADOPTED non-starred items.

2. MINUTES OF PREVIOUS MEETING

2.1. Confirmation of Minutes

Minutes of the meeting held on 31 January 2019 were confirmed as a true and correct record via email on 14 March 2019.

2.2. * Matters Arising

The Chair noted all matters had been completed except for the action item due in July.

Meeting	Action	Status
31 January 2019, item 4.3. Chair Academic Board Report #19006	The Secretariat to circulate to Council members the article by Michael Tomlinson in the Australian Newsletter "With Respect Governance is the Key".	Complete. Please see Council Reading Material on Convene for a copy of this article.
31 January 2019, item 4.3. Chair Academic Board Report #19006	The Provost and Deputy Vice-Chancellor and Pro Vice-Chancellor Academic innovation to provide further background regarding the measures of 'Learner Engagement' and 'Learning Resources' and the support provided to academic staff to help address student progress and other indicators in a presentation following the March Council meeting.	Complete. Please note that a presentation on this topic will be provided following the Council meeting on Friday.
31 January 2019, item 6. General Business	The Pro Vice-Chancellor Academic Innovation to provide a report on the progress of arrangements for student representation at UNE, to the July Council meeting.	In progress.

3. PRESENTATIONS

3.1. *University Activities in Focus - Faculty of Humanities, Arts, Social Sciences and Education, #19015

The Council received a presentation from Professor Michael Wilmore, Dean of the Faculty of Humanities, Arts, Social Sciences and Education (HASSE). Professor Wilmore spoke about the focus areas for the faculty in terms of development of research and teaching and learning, as well as the importance of supporting a creative and positive culture. He acknowledged the significant work underway and opportunities for the future including connectivity with our regional communities.

Professor Wilmore discussed:

- the Faculty's underlying sense of thematic purpose and focus, in both research and education as being 'creative', 'engaged' and 'demonstrating care';
- the positioning as a 'community of knowledge' with both an internal development and external engagement focus. As examples of the latter, he noted the Faculty's proactive involvements in regional arts, engagement with various public communities via museums, collections, practicum and public lectures;
- the move from Schools to Faculties, which was supported but has not been without some challenges. Work is underway to improve consistency in analytical support (management information) and in adoption of technology, practices and policies. It was noted that business engagement with central services areas is helping with this process;
- that Faculty Deans are working collaboratively together and with the Provost and Deputy Vice-Chancellor and with Senior Executive. This includes looking at opportunities to share approaches and learning from the experience of others;
- explained the Faculty had some areas of strength and some areas of focus for improvement and compliance, noting too, opportunities for growth and good examples of innovation in delivery, for example the recent offering of select language courses via Open Universities;
- explained the Faculty had recently attracted \$2.5m in new research income, and the total research funding from new and existing programs was \$8m plus;
- acknowledged the Faculty has attracted a number of post doctorate fellows and doctorate candidates to support research outcomes going forward, and is greatly encouraged by the high level of participation of Indigenous postgraduate students in the Faculty (both compared to areas in UNE and the sector);
- discussed the workforce priorities including a focus on professional development and skills, as well as ensuring the right mix of professional/academic staff and permanent, fixed term and casual staff over time; and
- the Faculty has developed a Strategic Plan with clear alignment between UNE strategies, proposed practice and performance metrics to be used to measure outcomes. Key priorities include workforce development; growing revenue (e.g. International opportunities in Education area in teacher professional development and growth of international students); a review of the Schools (Education complete; HASS in 2019) with a focus on quality and understanding demand and student needs developing collaborations including with Learning and Teaching Transformation (LaTT); and development of a cohesive course profile/offering.

Council members:

- asked about the cultural barriers to change. It was explained that there were a number of factors to be considered including highly skilled and experienced staff, matching skills to demand for programs. Professor Wilmore noted that where internal change was being requested, the Faculty is committed to being transparent about the rationale for change;
- asked about the trend in some discipline areas such as criminology and whether this was due to internal or external factors. It was explained that market trends were a major factor in that particular instance. The Faculty has identified opportunities in the development of its course profile and underlying curriculum design, with a view of offering students multiple points of entry and exit, and options for in demand focus areas from time to time;
- queried how collaborations were managed to ensure expected outcomes for UNE. Professor Wilmore explained it was imperative that learning outcomes were identified at the outset, and that their approach to quality learning design included allowing effective replication of delivery which reduces costs over time. He noted that another approach was to leverage existing community strengths, tapping into the local and regional artistic community to progress Australian history visual and creative art (tech) and the study of new research applications;
- asked about the internal faculty changes, and the importance of good communication, so that all staff have the opportunity to see the big picture. Professor Wilmore explained that the changes were strategy driven rather than financial; HR had been assisting with the planned work place change and ensuring people were the focus; and
- asked about demand for and support models for online and on-campus students. Professor Wilmore explained the approach was to have good systems and supported staff in place to be able to offer multiple points of connections for students, both strong face-to-face and by leveraging technology (including recordings) for online tutorials.

The Chair thanked Professor Wilmore for his presentation.

The Council NOTED the University Activities in Focus report for the March Council meeting presented by the Dean, HASSE, report #19015.

4. LEADERSHIP REPORTS

4.1. * Chancellor's Open Report to Council #19016

The Council NOTED the Chancellor's open report to Council, #19016.

4.2. * Vice-Chancellor's Report #19017

The Vice-Chancellor, Professor Annabelle Duncan, acknowledged Associate Professor Richard Scully, who was recently elected a Fellow of the Royal Historical Society (RHS) in the United Kingdom and highlighted the recent announcements of teaching and learning awards for Associate Professor Bernice Kotey and Professor Darren Ryder.

Professor Duncan also commented that these announcements followed the recent communique to staff regarding Australian Research Council (ARC) funding success for a number of researchers at UNE including Dr Lorina Barker, Professor Yihong Du, Professor Anne-Marie Morgan, Associate Professor Elizabeth Ellis, Associate Professor Peter Grave, Dr Nicolás Campione, and UNE staff collaborating with other universities, Dr Mark Moore, Dr Timothy Schaerf and Dr Brendan Wilkinson.

Council members queried some of the details of the load report and asked about opportunities in the domestic full fee paying student space such as provided by some private providers. The Vice-Chancellor explained that UNE had developed a number of programs, such as the online Psychology degree, by way of example, which offered the courses to full fee paying students, when Commonwealth Supported Places (CSP) were exceeded.

The Vice-Chancellor:

- referred to her upcoming visit to Indonesia to formalise access to Indonesian Governance scholarships for students coming to UNE, which was the result of several years of negotiations, including with the Deputy Vice-Chancellor Research, Professor Daniel;
- explained that enterprise bargaining continued; and
- noted that Excellence in Research Australia results, including 'Research With Impact', were not yet released publically but were expected to be available by month-end.

Council members:

- asked about the release of the follow-up report regarding Respect.Now.Always on colleges. The Vice-Chancellor explained that the University was hoping to soon meet with the Human Rights Commission to progress this matter;
- discussed student load compared to target, particularly on-campus students, asking how this might impact on income targets for the year, if it continued. The Vice-Chancellor noted it was difficult to catch up T1 load, as this was the biggest intake of new students, though initiatives undertaken in T2 and T3 last year had a positive impact. In terms of on-campus, there was a sector wide impact on enrolments (growth instead is in lifelong learning and online), factors such as drought were also likely having an effect on UNE commencements, though a number of strategies to support admission are in place; and
- asked about the impact residential student numbers might have on plans for college capital investments. It was emphasised that the University was committed to renewing colleges and that this would also attract more international students.

ACTION: The Vice-Chancellor was asked to incorporate longer term trends in the student load updates (e.g. over three or four years).

The Council NOTED the Vice-Chancellor's open report to Council, #19017.

4.3. * Chair Academic Board Report #19018

Professor Mark Perry, Chair of Academic Board, spoke to his report, noting:

- key focus areas for the Board included:

- progressing the review and rationalisation of academic policies noting that there were many policies that still required alignment to the new structure many months after its introduction;
- a review of committee and board terms of reference were in progress as the Board and Committees approach twelve months in their current form. He provided the example of the Graduate Research Examinations Board terms of reference which requires updating, including to clarify reporting lines;
- noted the focus area of the Board on monitoring closely key academic risks and quality indicators such as student progression and retention;
- that building a common understanding of, and respect for, the role of academic governance at UNE was a focus; and
- UNE had carried out with a recent survey of the composition of Academic Boards and Senates across Australia, as a benchmarking exercise.

Council members:

- asked about how UNE's Academic Board compared with the sector. Professor Perry noted that UNE's Academic Board was one of the smaller Boards/Senates (some have 200 members) but with a composition which was designed to represent the three faculties and corporate support areas;
- asked about retention and strategies to address student progression. Professor Perry explained Academic Board had a role to monitor academic quality by measuring key institutional metrics against benchmarks for such areas as pass rates, student satisfaction and retention/attrition. He explained that there were a number of strategies to contact students who might be considering leaving their studies, but that support was also needed within units to underpin strategies help teaching of a broad cohort of students, with differing levels of study and life experience;

The Council:

- discussed the obligation for UNE to teach all students once admitted; and
- asked about actions to address feedback from students which suggested that assignment results were not received before examination. The Chair of Academic Board noted that Academic Board and its Committees reviewed this feedback and that actions regarding specific unit and courses were directed to the relevant academic area.

The Pro Vice-Chancellor (Academic Innovation), Professor Jonathan Powles, noted that there was a blurring of what it meant to be an online, on-campus, Parramatta or remote student, with many students fitting more than one category. He noted that the University needed to support students and that it was important for Council to be assured that this was the case and that further information on School-by-School retention was being developed and the impact of changes to learning scaffolding and pathways would be available in future. Professor Powles also noted that updating the Teaching and Learning Policies and Procedures was also a priority to help improve student experience. A review of the hundreds of documents into key themed areas was in progress, and this was expected to be completed by the end of the year.

ACTION: The Secretary was asked to circulate the full sector comparison report on Academic Boards/Senates to Council Members via Convene.

Council:

- 1) NOTED the Chair of Academic Board Open report to Council, #19018;
- 2) NOTED the Research Income Sector Analysis; and
- 3) NOTED the Unit Monitoring Report T2 2018 including:
 - a. Thematic Analysis of Student Feedback; and
 - b. Unit Monitoring Report T2 2018.

5. STRATEGIC ITEMS

5.1 * Approval of Annual Report (Year Ended 31 December 2018) #19019

Professor Duncan asked for questions and comments. Council members asked for clarification regarding:

- whether the detailed information outlined on pages 6 and 7 was a requirement (in its entirety) or whether some of this disclosure was optional; and
- whether the table on Page 21 of the Annual Report narrative might be reconsidered – so that it is clearer which matters remain outstanding at UNE (not actioned) and those which have been actioned by UNE but are awaiting NSW Audit Office review/signoff?

ACTION: The Secretary was asked to follow up the possible amendments above and to circulate a copy of the final narrative text once any changes (if required) are made.

The Council considered a revised resolution as outlined below.

Council APPROVED, subject to review of suggested amendments, the Annual Report (Year Ending 31 December 2018), report #19019.

5.2 * Approval of Annual Financial Statements (Year Ended 31 December 2018) #19020

The Chancellor invited Mr Robert Finch, Chair of Finance & Infrastructure Committee, to talk to report.

Mr Finch noted that there had been a joint meeting of the Finance & Infrastructure Committee and the Audit and Risk Committee on 21 February 2019 to consider the statements. Since then there had only been very minor adjustments which had been considered by the Finance & Infrastructure Committee via flying minute.

Contributions to the University's overall \$23m deficit result in 2018 included one-off asset write-offs (including release of the Newling property and provisioning for potential payroll taxes relating to historical superannuation schemes – which has impacted many universities), and expenditure on capital projects. Revenue from teaching and research was slightly down on budget and expenses were higher, with an overall underlying deficit from operations of \$4.8m.

Overall, UNE remains in a strong financial position though both expenditure and income will continue to be carefully monitored in 2019.

Council APPROVED the signing of the Financial Statements of the University of New England for the year ended 31 December 2018, report #19020.

6. GENERAL BUSINESS

6.1. * Administrative Change to Principal Dates 2020, #19231

Professor Perry queried if the changes, which include much additional detail, were administrative or governance changes. Professor Perry also queried whether the 2020 Principal Dates approved by Council in November 2018 had yet been published on the UNE website.

Members noted that the administrative changes had been approved by the Pro Vice-Chancellor Academic Innovation and were provided to Council for noting only.

Council NOTED the administrative changes to the 2020 Principal Dates, report #19231

7. MEETING FINALISATION

7.1. Work Plan 2019 Work Plan

Council NOTED the 2019 Open Council Work Plan.

7.2. * Next Meeting & Close

The next Council meeting is scheduled for Friday, 24 May 2019. This meeting will be held in the Council Room, Booloominbah, University of New England.

There being no further business, the Chancellor declared the open session of Council closed at 9.50am.


Chair

15/5/19
Date