ACADEMIC BOARD (AB)
Minutes of Meeting

Date: Tuesday 7 February 2017
Time: 10.00am – 12.00 noon
Venue: Council Chamber

PRESENT:
Associate Professor D Cohen (Presiding Member)
Scientia Professors J Roberts, V Sahajwalla and G Williams
Associate Professors M Green, M Handler, K Lai, J Nolan and N Tedla
Drs L Crommelin, C Graham, G Edwards, P Martens, D Prior, K Simon
Messrs G Forsyth, D Lloyd (Student), C Poulton (Student) and B Watson
Mses A Kayis-Kumar, B Oo, M Yu (Student) and S Zhou (Student)

IN ATTENDANCE:
Professor G Valen attending for Professor R Phillips and Associate Professor C Ellis attending for Professor S Dodds

SECRETARY:
Ms K Taunton

For convenience items were discussed out of agenda order

A Procedural
* 1. Apologies and leave of absence
Apologies were received from Professors M Burton, L Chappell, S Dodds, G Crisp, D Fabian, L Field, M Frater, M Hoffman, M Loosemore, R Phillips, X Ruan and C Styles, Associate Professor R Bolt, Drs C Benson, K Moline and D Schlagwein, Messrs M Gerges (Student) and Z Karpinellison (Student).

* 2. Minutes of previous meeting held on 6 December 2016
The Board noted the signed minutes of the meeting held on 6 December 2016.

* 3. Matters arising and business carried forward
The following updates to the matters arising were provided:
1. Professor Crossley noted that the ESAS proposal had not been endorsed by the Planning and Assurance Board and that further consultation and refinements are required to the Business Case before the funds will be made available for this program to go ahead.

2. Mr Noble spoke to the issue of Interdependencies of 2025 Strategy in his report under Item 8.

* 4. Starring of items and adoption of unstarred item
No further items were starred. A motion for the adoption of the unstarred items was received and carried.
5. Confirmation of confidential items
The Presiding Member confirmed there were no confidential items.

B President’s Business

6. President’s Report
Associate Professor Cohen welcomed the new members of the Academic Board and in particular the new student members and the new or re-elected Deputy Presidents. He noted that this is an exciting time to be part of the Academic Board and that there will be ample opportunities in 2017 for Board members to be involved Academic Board activities.

Associate Professor Cohen indicated that matters brought to the Board this year would include implementation of the UNSW 3+ model and associated need to review our general degree models, the development of new programs under the PLENUS Alliance, potential revisions to the academic program review procedures, and aspects of academic governance related to the 2018 TEQSA re-registration application by UNSW.

Associate Professor Cohen advised that members should provide recommendations directly to him, or to Governance, for discussion topics and advice on areas of interest to the Board.

7. Vice-Chancellor’s Report
The Vice-Chancellor welcomed and congratulated the new Academic Board President and the members of the Board. Professor Jacobs noted that the year was well underway and highlighted the following:

- The wonderful presentation and lecture by Professor Michelle Simmons delivered on Australia Day.
- The 2017 Gandhi Oration, delivered to a packed house, by Hugh McKay.
- The new partnership announced with the George Institute which will attract $70M per year in research income.
- The University is now well placed with a clear well understood strategy and staff who are aware and engaged. The implementation plan is detailed with a clear path on the generation of resources.

Professor Jacobs spoke to some of the challenges in the following areas, including implementation of the 2025 Strategy:

- Ensuring ‘keeping all the balls in the air” for the delivery of the detailed Faculty plans, the World Class Environment and Academic Excellence as we begin implementation of all of these.

The External environment:

- Consideration of the external environment including the concerns about the United States and the implications of the troubling edict on immigration and the threat to the bastion of world education.
- The new Federal Minister for Innovation and Science, Senator the Hon. Arthur Sinodinos and the new State Minister for Education, the Hon. Brad Hazzard.
- The issue of fee deregulation and the uncertainty of the way this issue will progress.

Education:

- Recruiting of 1000 academics, over 100 stellar SHARP professorial appointments, 290 Scientia Fellows and 700 PhD students, all present a big challenge: can we recruit these numbers?
- UNSW 3+ academic specialisation and teaching specialisation.

Grand Challenges:
- Thought leadership including the Grand Challenge: Migration and Refugees which is currently underway.

Social Engagement:
- Board for Equity, Diversity and Inclusion set up under Professor Eileen Baldry and
the challenge of equality.

Knowledge Transfer:
- TORCH program with 150 science partners in a precinct on our campus.

Global Impact:
- Diversification into India and China and, in particular, the initiative to educate 100,000 people in India.
- PLuS Alliance and 40-60 PLuS Alliance Fellows.
- The Institute for Global Development with a new Director to be appointed in mid-2017.

Operational Excellence
- The challenge of delivering on such a broad agenda and also continue to deliver on business as usual.

Professor Jacobs spoke to the fundamental question of “why” we are undertaking such an ambitious undertaking with the UNSW 2025 Strategy and he reminded members of the Academic Board that we are servants of the public and strive to make a difference and to improve people’s lives.

Professor Jacobs spoke to a question from the Board as to how the influx of new staff will effect existing staff positions. He noted that this initiative is also about supporting existing staff and in establishing clear metrics that ensure the standard of staff across UNSW is improved. The Scientia Education model is also about encouraging and developing existing staff.

8. Vice-President and Chief of Staff Update
Mr Noble thanked everyone for contributing to a remarkable year and expressed the value of having the Academic Board involved and helping to call management to account in regards to the Strategy. He noted that the 2025 Strategy was now ‘2 years in’ and that we have many ‘runs’ on the board already. He reported on the following:
- Approximately 100 business cases for strategic initiatives are underway or in development.
- Workforce change will begin on 23 February with Finance, International, Marketing and Communications and Central IT being involved.
- The University Program Office has recruited Mr Russel Nelms as the new Director.

Mr Noble spoke to the matter arising question on Interdependencies of Strategic Initiatives and noted that the initiatives around Operational Excellence have all been mapped to align. The UNSW 3+ and the Student Hub and are also depending on other initiatives for alignment. He also noted the impacts of performance enhancement and engagement, the changing workforce and the importance of good communications.

9. Deputy Vice-Chancellor Education Report
Professor Crossley spoke about the opportunities for 2017 and highlighted the following:
- In relation to admissions we have met our targets and have been unexpectedly overwhelmed with both postgraduate and undergraduate numbers.
- The introduction of the new admissions test in Law has been successful.
- Investment in online resources to make the most of our success with international enrolment numbers.
- The Scientia Education Experience is underway and will provide ‘communities’ and better feedback and teaching support for excellent teachers.
- More investment and planning in digital enhancement for ‘inspired learning’.
- UNSW 3+ Calendar based on the Stanford Model, will reduce the pressure and spread the teaching load which is currently limited to 26 out of the 52 weeks a year. This will allow teaching focussed positions to be spread out over the entire year.
Professor Crossley spoke about greater connections with secondary and tertiary education and asked Professor Buckland to speak to his new role of Director First Year Experience.

Professor Buckland noted that in this role he was more concerned about how students “feel” about being at UNSW. He noted that if they are happy and supported as they work harder and collaborate more which adds to their overall success. Professor Buckland requested that academics assist if requested in a series of webisodes’ being filmed, based around following a group of students at UNSW.

10. Deputy Vice-Chancellor Research Report
Professor Fisk expanded on his report and noted the following in relation to the main areas to be looked at in 2017 including three opportunities:
- Research Position and executing the investment in SHARP hires
- The Investment agenda and how we drive and collaborate new investment
- Redefining our relationship with medical research centres including addressing philanthropy as income.

Professor Fisk then expanded of the three main challenges for 2017:
- The return on our investments especially with SHARP hires.
- How to get into the rankings. What do we need to get into the top 50?
- Encouraging a high level of research outputs, use of digital and software solutions and University level decision making on what we publish.

Professor Fisk also discussed a working group to discuss guidelines for non-traditional research outputs as areas outside the STEM area may be not as familiar with citation scoring. He also noted the following areas that the University Research Committee would be looking at this year:
- Research strengths and priorities
- ERA preparation and strategy
- Boris and metrics
- Strategic recruitment
- RTP scholarship policy
- Preventing HDR plagiarism
- Oral examinations for PhD students

C Academic Board Advisory Committee (ABAC)
11. Minutes of the ABAC meeting held on:
   11.1 24 January 2017 (Unsigned)
The Board noted the ABAC minutes of the meeting held on 24 January 2017.

D University Committees
12. Verbal reports from Chairs and Committee minutes
Verbal reports provided elsewhere on the agenda.

12.1 University Academic Programs Committee (UAPC)
The Board noted the UAPC minutes of the meeting held on 11 November 2016.

12.2 University Academic Quality Committee (UAQC)
The Board noted the UAQC minutes of the meeting held on 12 October 2016.

12.3 University Higher Degree Research Committee (UHDRC)
The Board noted the UHDRC minutes of the meeting held on 27 October 2016.

12.4 University Research Committee (URC)
The Board noted the URC minutes of the meeting held on 27 October 2016.
Faculties and DVC (A) Board of Studies

13. Minutes from Faculty Boards and DVC (E) Board of Studies Meetings
The Academic Board noted the following signed minutes:

13.1 DVC (E) Board of Studies
  13.1.1 6 October 2016
  13.1.2 1 December 2016

13.2 Built Environment – 7 November 2016
13.3 Engineering – 4 November 2016
13.4 Law – 2 November 2016
Meeting held via circular
13.6 Business – 27 October 2016
13.7 Arts & Social Sciences – 4 October 2016

Business

14. Academic Programs
Nil

15. Academic Programs (Disestablishments and Terminations)
Nil

16. Higher Degree Research Programs
Nil

17. Academic Board Membership
The Board noted the Academic Board membership from 1 January 2017 – 31 December 2018.

It was resolved:
To recommend that UNSW Council approve the appointment of the following identified positions and members to the Academic Board under the Such Other Persons (SOP) membership:

- Director of First-Year Experience – Professor Richard Buckland
- Director Nura Gili Indigenous Programs Unit – Associate Professor Reuben Bolt
- Chair of the Early Career Research Network (ECAN) – Dr Laura Crommelin
- PVC Research – Professor Emma Johnston (until May 2017)
- PVC Indigenous – TBC
- Indigenous Student Representative – TBC
- International Student Representative – TBC

Question Time

18. There were no questions.

Any Other Business

19. Questions with Notice
Questions with notice were provided by Mr Dylan Lloyd (student) and tabled at the meeting (Appendix A).

Professor Crossley responded to Mr Lloyd’s questions and noted the following:
- The Universities response to the FOI request for the results of the Student Survey was twofold and included:
  - The commercial sensitivity of the data to the University and,
  - The wish for the University to maintain the ability to survey the student
population in confidence and avoid situations of ‘management by opinion poll’ or risk students feeling that providing survey responses may at some stage be used against them. UNSW wants to not lose sight of decisions that may involve change that is in the best interests of the students and the University.

- Professor Crossley responded to questions on the UNSW 3+ model and noted that the students had assisted in the development of this model and that many of their concerns had been taken into consideration. He noted that the UNSW 3+ model is different from the model adopted by the University of Technology Sydney (UTS) and less problematic than that model.

Professor Crossley noted that there were still concerns expressed by students, including the issues with Centrelink payments. He noted that he would like to engage with student groups over the next year and to encourage their involvement in the implementation plans that will be developed for this model.

The Presiding Member declared the meeting closed at 11.25am

Next Academic Board meeting: Tuesday 7 March 2017 from 10.00am to 12.00 noon in the Council Chamber.

Presiding Member
Associate Professor David Cohen
President of the Academic Board
Date: 7 March 2017.