ACADEMIC BOARD (AB)
Minutes of Meeting

Date: Tuesday 17 September 2019
Time: 10am
Venue: Council Chamber, Chancellery

PRESENT:
Associate Professor D Cohen (AB President and Chair)
Associate Professor G Forsyth (Deputy President of AB)
Professor I Jacobs (Vice-Chancellor)
Scientia Professors J Murphet, J Roberts and M Santamouris
Professors D Blackman, M Crossley, M Davis, A Deletic, A Durbach,
R Harley, M Hoffman, M Iqbal, N Kessissoglou, S Loo, J Morris, A Munster,
S Parameswaran, J Seidel, A Simmons, A Steel, M Uncles (for the Dean of
Business) and S Zlatanova
Associate Professors R Bolt and M Michael
Drs C Collins, G Edwards, J Galliott, R Green, D Moreau, M Nehme, J Steele
and A Unnikrishnan
Mr B Jones, Ms S Kong, Ms R Leonard and Mr F Ullah

IN ATTENDANCE:
Scientia Professor C Treloar (for the Interim Dean of Arts & Social Sciences)
Professors E Baldry, S Killcross (for the Dean of Science), M Ostwald (for the
Dean of Built Environment) and G Velan (for the Dean of Medicine)
Associate Professor C Mathies (alternate for Professor Uncles)
Mr B Black, Ms T Devitre, Mr J Fitzgibbon, Mr D Gleeson, Ms B Greene, Ms
H Macdonald, Mr N Morris and Ms M Pavelkova

SECRETARY:
Ms Fatima Velosa (Senior Governance Officer)

Quorum: 20
RAMS: 2019/01240

A Procedural Matters
1. Apologies and leave of absence
The Board noted apologies from the following Board members:
Scientia Professor G Williams, Professors N Di Girolamo, N Fisk, M Frater, M Green,
E Johnston, H Lochhead, G Lodewijks, M-L McLaws, R Phillips, C Styles, M Tani and
A Zwi, Associate Professors D Blaazer and J Bryant, Drs C Benson, N Castano Rodriguez,
S Clark, A Kayis-Kumar, L Lixinski and B Oo, and Mr N Bedford, Ms N Bhattacharya, Mr
R Challis, Mr J Fox, Ms W Ge, Ms A Griffin, Ms S Rose, MIDN L Rowe and Mr G Vats.

The Chair welcomed Mr Jones, the new Chair of Arc @ UNSW Board, and thanked Ms
Daud for her contributions to the Board during her term as Chair of Arc. The Chair also
welcomed new Board members, Dr Unnikrishnan, Ms Leonard and Ms Rose, as per agenda
item 6.1. He thanked outgoing Board members, Mr Cain-Grey and Ms Azad, for their
participation on the Board and its committees.

The Chair welcomed A/Professor Mathies as the alternate for Professor Uncles who was
representing the Dean of the Business School. The Board noted that the Dean of the
Business School had been partly seconded to lead a project to explore options for future
educational models and opportunities to address emerging student and employer needs in
Australia and globally.

The Chair also welcomed Ms Devitre, the new Director of Risk Management, as an
attendee.
RESOLVED
The Academic Board granted a leave of absence to Professor Anthony Zwi for three months from 17 September 2019 during his special study leave.

2. Minutes of the previous meeting held on 30 July 2019

RESOLVED
The Academic Board confirmed the minutes of the meeting held on 30 July 2019 as an accurate record, subject to the following minor amendment, and authorised the Chair to sign them.

Note for the record
The Board noted that agenda item 9, the Science SWOT analysis, should include more of the Faculty strengths.

Secretary's note: The Chair signed the minutes after item 9 was amended.

3. Matters arising, and business carried forward (other than business covered on the agenda)
The Board noted that the matters arising had either been completed or were in progress.

4. Starring of items, adoption of unstarred items and rearrangement of the agenda
The Board adopted all the unstarred items and did not star additional items for discussion.

5. Confirmation of confidential items
The Board noted that items 11.3 and 15 were confidential items, as detailed on the documents presented.

B Presidents' Business
6. Report of the President of the Academic Board

RESOLVED
The Academic Board received and noted the tabled report of the President of the Academic Board, dated September 2019.

Note for the record
The Chair discussed the AB focus on the UNSW Strategy 2025 session, the development of the AB review of assessment, and academic risk.

The Board noted the proposed timeline for implementing some assessment review changes, e.g. providing timely feedback to students, as T1 2020, acknowledging that some amendments would take longer to implement. The Vice-Chancellor recommended that communications to staff and students in this regard should occur in a timely manner.

6.1 Membership updates

RESOLVED
The Academic Board approved the following appointments to the Academic Board for the terms stipulated:
1. Dr Ashwin Unnikrishnan from 17 September 2019 to 31 December 2020
2. Ms Ruby Leonard as one of the Undergraduate Student Members from 17 September 2019 to 31 December 2019
3. Ms Sarah Rose as one of the Postgraduate Student Members from 17 September 2019 to 31 December 2019
7. **Report of the President and Vice-Chancellor (VC)**

The VC thanked everyone for their work on running a successful UNSW Open Day on 7 September 2019 and the UNSW Canberra Open Day on 24 August 2019.

The VC reported on the following:

- Enrolments for T3 2019 were more favourable than anticipated.
- A/Professor Bolt would be leaving the University. The VC acknowledged and thanked A/Professor Bolt for his contributions to Indigenous matters and Nura Gili, and wished him well in his future roles.
- Professor Boyle's last day as DVC, Enterprise would be 23 October 2019. The VC wished him well in retirement. The role of DVC, Innovation and Enterprise had been advertised.
- There may be an announcement on the role of the Dean of Arts & Social Sciences at the next AB meeting as a shortlist for interviews had been finalised.
- The VC welcomed the Director of Risk Management, Ms Devitre, to the University, noting that she would meet as many staff as possible to familiarise herself with the University.
- The Dean of the Business School, Professor Styles, was working on the strategy for online courses and continuing education until the end of February 2020 in an important step for the University. The VC thanked Professors Uncles and Wailes for taking on extra operational duties during this time.
- The UNSW 2025 Strategy consultation process had progressed well and led to the circulation of the UNSW 2025 Strategy update and consolidation – proposed strategic priorities paper on 2 September 2019. The focus was to be on the consolidation of achievements and dealing with what could be improved.

The VC noted that there was much to celebrate in the University’s rankings, congratulating and thanking staff for their efforts in achieving the improved results, which were good for the reputation of the University. The VC presented on UNSW’s progress in world university rankings, noting a mean increase to 89th place from 99th place since 2013, which was broken down across three rankings as follows:

- Increase to 43rd place in the QS ranking
- Increase to 94th place in the ARWU ranking
- Increase to 71st place in the THE ranking

The Chair thanked Professor Jacobs for his report.

8. **Questions on notice**

**RESOLVED**

The Academic Board received and noted the responses provided by Professor Morris on the PhD review and Professor Steel on the workplace change in the Learning Centre.

**Note for the record**

Professor Steel advised that it was business as usual for the Learning Centre and that further communication on the Learning Centre, including its name, would be provided after the completion of the workplace change.
9. **UNSW 2025 Strategy Update – AB Strategy Session**

The Chair explained that this session would be led by Dr Collins and was intended to be an opportunity for Board members, especially the Faculty representatives, to have further input to the 2025 Strategy update. The focus would be on overarching issues, depth rather than breadth, directly under the remit of the Board, namely the following themes under Strategic Priority A: Academic Excellence:

- **Theme 1: Research Quality**
- **Theme 2: Educational Excellence**
- **Theme 3: Student Experience**

Dr Collins presented on the reasons for the AB Strategy session, and requested input from Board members to refine, add/or change the objectives and measures of progress (and initiatives) for the themes listed above, as detailed in the AB Strategy Session Update paper.

Mr Black provided an overview of the consolidation of the Strategy regarding the:
- Timeline for launching the revised UNSW Strategy 2025
- Purpose of the consultation of the Strategic Priorities Paper until 20 September 2019
- Key issues in the priorities paper

Dr Collins presented on the following key issues that emanated from the AB S25 Working Group led by her:
1. **Strategy:** content was generally on track but implementation would be challenging
2. **Change process:** pressure of vast breadth and speed of initiatives
3. **Support, processes & services:** would require increased support and efforts to enable agile decision-making and action for cross-Faculty coordination

Board members provided the following feedback:

**Theme 1: Research Quality**

1.1 To achieve Objectives 1 and 2, the focus should be on UNSW researchers and the measures that would improve the core research infrastructure, including establishing a dedicated Faculty Advisor (and a School Advisor, if possible) by mid-2020 to provide strategic advice on publications, grants applications, etc.

1.2 Research quality, service and productivity would increase if pre-award and post-award administrative and finance tasks could be completed by support staff at Faculty level or the GMO and research strategists. This would also increase flexibility at Faculty level.

1.3 As systems and lead indicators differ across Faculties, interdisciplinary research is generally not encouraged. Lead measures, metrics and movement indicators would help to measure cross-Faculty research and assess risk, which should be considered a form of opportunity. Research networks may improve the success of applications.

1.4 Methods to maintain research momentum should be identified and measures of quality and impact for non-lab-based research further developed.

1.5 We need to manage the tension between sustaining research quality (and impact) without depleting resources from teaching.

**Theme 2: Educational Excellence**

2.1 Objective 2 should link to diversity.

2.2 Sessional staff development programs should be included in the measures.

2.3 Maximum opportunity should be provided to academic staff to make judgments about modifications to courses without the system for approving changes being burdensome, cumbersome or disproportionate to the level of change.

2.4 Measures of progress should be included for the objective of being a global leader in technology as investment in this would be required. Other measures might include increases in flexible delivery, changes in entry standards and more extensive data related to student outcomes.
2.5 Issues around staff support should be addressed.
2.6 The focus on international students may exclude domestic students and should be addressed. Integration across local and international students would enrich the student experience.
2.7 The alignment of the objectives and measures should be reviewed to differentiate between themes 2 and 3.

**Theme 3: Student Experience**

3.1 The students' sense of belonging and their transition to their University environment should be added. This should include how the student engagement in non-academic programs versus their educational experience is measured to consider the students' holistic experience.

3.2 There should be a coordinated strategic approach to the day-to-day experience of the digital environment and the physical spaces to help the students to feel welcome. The University Bookshop is a good example of a welcoming environment.

3.3 Measures for student wellbeing should be included.

3.4 Other measures to be further developed would include graduate outcomes, experience at the program rather than just the course level, and resources provided on learning support systems.

There were some more general comments:
- Implementation had been challenging (e.g. legacy systems, undue red-tape, centralisation, reduction in embedded support).
- Scope to link the updated Strategy to UNSW branding (mind-hand-heart) as this might help to better locate the vision in our thinking and explain why getting the execution right is so important.
- In optimising university support services, clarify for whom they are to be optimised.

The VC reminded Board members of the reasons for the updated Strategy, as communicated in the original Strategy, namely the optimal use of the University’s exceptional resources, infrastructure and expertise to result in a positive impact on the lives of people at UNSW, in Australia and around the world. The VC noted that this required academic and professional staff to work effectively to improve the quality of everything they did, rather than reducing workloads easier for anyone. It would involve supporting and rewarding extraordinary staff.

Dr Collins reiterated the importance of understanding the reasons for the Strategy to help drive everyone’s sense of achievement. Improving the S25 enablers would increase everyone’s capability to achieve the S25 Academic Excellence themes.

Dr Collins encouraged Board members to email further comments to the Board President as soon as possible to be included in the feedback from the Board to the UNSW Strategy 2025 team.

The Chair thanked Dr Collins and Mr Black for their presentations as well as the Board members for their participation and contributions.
10. Deputy Vice-Chancellor, Research

RESOLVED
The Academic Board received and noted the September 2019 report of the Deputy Vice-Chancellor, Research (DVCR).

Note for the record
Professor Deletic summarised the S25 researcher recruitment initiatives, such as SHARP and the Scientia Fellowship and Scholarship programs, as detailed in the DVCR report.

The Chair thanked Professor Deletic for the verbal summary.

11. Deputy Vice-Chancellor, Academic (DVCA)

RESOLVED
The Academic Board received and noted the September 2019 report of the Deputy Vice-Chancellor, Academic (DVCA).

Note for the record
Professor Crossley thanked A/Professor Bolt for his work as Director of Nura Gil and wished him well for the future. Professor Crossley also reported on the following:

- The UNSW Open Day on 7 September 2019 had been a celebration of the University community at its best, for which Professor Crossley thanked students and staff.
- Professor Crossley thanked staff for their efforts in providing examination results to Astra on time.
- The Government’s performance-based funding approach would involve allocating funding across the tertiary sector based on the Government’s assessment of the performance of universities regarding the attrition rates, graduate employability, student satisfaction and low SES enrolments. The Board noted that this approach to funding would have advantages and disadvantages, but it would be beneficial to pay attention to the proposed measures as they would improve the student experience and student satisfaction.
- Professor Crossley’s main strategy was to take the student voice in the QILT and myExperience results seriously.
- The student comments on the lack of a term break in the UNSW3+ calendar and the timing pattern of assessments had led to the introduction of a trial of a flexibility week, which would involve work for staff but would lead to improvements for students and staff.
- T3 2019 enrolments had been completed exceptionally well.
- The Education-Focused (EF) staff retreat had been a success, for which Professor Crossley thanked Professor Steel and everyone involved.
- Professor Velan’s recent lecture on myEducation portfolios was excellent and would be a discussion item at the 22 October 2019 AB meeting.
- A DVCA Education Forum would be held later in the day to discuss the 2025 Strategy.
- The Board noted that the rights of staff and students to participate in the Global Climate Strike event scheduled for 20 September 2019 should be supported and accommodated as far as possible.

The Chair thanked Professor Crossley for his report.
11.1 T2 2019 myExperience Survey Report

RESOLVED
The Academic Board received and noted the T2 2019 myExperience Survey Report.

Note for the record
Professor Steel presented on the following:
- Response rates, which had declined in T2 2019 – UNSW overall and by Faculty (excluding UNSW Canberra who retained Semesters)
- Stable overall Course satisfaction – undergraduate and postgraduate by Faculty
- Teaching satisfaction – undergraduate and postgraduate by Faculty
- Course satisfaction versus response rate and versus enrolments – undergraduate

The Board discussed the importance of understanding what aspects of the survey might make a difference to improve the University rankings, noting that it was difficult to know why the student perception of teaching had improved. Professor Crossley acknowledged the dedication of individual teachers which had led to improved teaching results and the overall student experience.

It was noted that improving the student experience at program level, for example, should be a priority to improve the students’ sense of community and belonging as this may be a more meaningful unit of analysis for students and staff. The Board noted that the QILT surveys provided data at program level.

The Chair thanked Professor Steel for his presentation, which would be circulated to the Board members.

11.2 PLT (Professional Legal Training) Competency-based Grading

RESOLVED
The Academic Board received and approved the following competency-based grading to be introduced to AIMS, initially for use in the Graduate Diploma in Legal Professional Practice (5213):
- Not yet competent
- Competent
- Competent with merit

11.3 Student Conduct & Complaints Interim Report – Confidential, distribution within UNSW only

RESOLVED
The Academic Board received and noted the Student Conduct & Complaints Interim Report for the period from 1 January 2019 to 30 June 2019.

E Policies and Procedures
12. Nil

F Programs

RESOLVED
The Academic Board approved the following program proposals, as detailed in the AIMS proposals:
Arts & Social Sciences – Revisions (Undergraduate)
13.1 4032 Bachelor of Welfare Studies
13.2 4033 Bachelor of Social Work (Honours)

Engineering – Revision (Undergraduate)
13.3 3635 Bachelor of Engineering (Civil Eng w Arch) (Honours)

Business – Revisions (Undergraduate)
13.4 3502 Bachelor of Commerce
13.5 3554 Bachelor of Commerce (Co-op)

Business – Revisions (Postgraduate)
13.6 9250 Master of Taxation
13.7 9273 Master of Financial Planning

Science – Revisions (Postgraduate)
13.8 8257 Master of Psychology (Forensic)
13.9 8095 Master of Clinical Optometry

UNSW Canberra – Revisions (Undergraduate)
13.10 4405 Bachelor of Business
13.11 4512 Bachelor of Business (Honours)
13.12 4427 Bachelor of Computing and Cyber Security
13.13 4470 Bachelor of Computing and Cyber Security (CDF)
13.14 4474 BE Mechanical Engineering (Honours)
13.15 4475 BE Electrical Engineering (Honours) (CDF)
13.16 4478 BE Mechanical (Honours) (CDF)

UNSW Canberra – Revisions (Postgraduate)
13.17 7358 Graduate Certificate in Capability Management
13.18 8388 Master of Business
13.19 8399 Master of Capability Management
13.20 8563 Master of Strategic People Management
13.21 8564 Master of Logistics Management
13.22 8566 Master of Sustainment Management
13.23 8567 Master of Systems Engineering
13.24 8569 Master of Engineering Science
13.25 8571 Master of War Studies
13.26 8572 Master of Strategy and Security
13.27 8573 Master of Security and Defence Management
13.28 8595 Master of Project Management
13.29 8622 Master of Space Engineering
13.30 8624 Master of Space Operations
13.31 8628 Master of Cyber Security
13.32 8629 Master of Cyber Security Operations
13.33 8631 Master of Cyber Security, Strategy and Diplomacy
13.34 8632 Master of Special Operations and Irregular Warfare
13.35 8633 Master of Public Leadership and Policy
13.36 8634 Master of Decision Analytics

14. Academic Programs – Disestablishments

RESOLVED
The Academic Board approved the following program disestablishment:

14.1 2353 Master of Arts (Research) – specialisations
15. Higher Doctorates – Confidential
Doctor of Science (1)

RESOLVED
The Academic Board approved the award of the Doctor of Science to Emeritus Professor Ian Lowe, as detailed in the documents presented.

16. Academic Partnerships – Nil

G Minutes
17. Academic Board and University Committees, DVCA Board of Studies and Faculty Boards

RESOLVED
The Academic Board received and noted the following minutes:

17.1 Academic Board Programs Committee (ABPC) – 30 August 2019 – unsigned minutes
17.2 University Academic Quality Committee (UAQC) – 21 August 2019 – unsigned minutes
17.3 University Research Committee (URC) – 25 July 2019 – unsigned minutes
17.4 University Higher Degree Research Committee (UHDRC) – 8 August 2019 – unsigned minutes
17.5 DVCA Board of Studies – 23 May 2019
17.6 Arts & Social Sciences – 24 June 2019
17.7 Built Environment – 17 June 2019
17.8 Built Environment – 5 August 2019
17.9 Engineering – 5 July 2019
17.10 Law – 12 June 2019
17.11 Medicine – 4 June 2019
17.12 Medicine – 6 August 2019
17.13 Science – 29 May 2019
17.14 Science – 31 July 2019
17.15 UNSW Business School – 6 June 2019

H Any Other Business
18. Business without notice

The Chair reminded the Board members that the next meeting would be held at the UNSW Art & Design campus at Paddington and that an optional guided campus tour would be available after the meeting.

The Chair declared the meeting closed at 11.55am.

Next AB meeting: Tuesday 22 October 2019, 10am to 12pm

Associate Professor David Cohen
Academic Board President and Chair
22 October 2019