

LA TROBE UNIVERSITY

ACADEMIC BOARD

Minutes of the four hundred and seventeenth meeting of the Academic Board held in the Council Chamber, John Scott Meeting House, La Trobe University, Bundoora Campus on Wednesday 8 August 2007 at 9.30am

**PRESENT:** Professor R W Parish (Chair), Professor C Adams, Professor M Chanock, Dr L Crase, Professor S Crowe, Professor D de Vaus, Dr J Douglas, Professor G Durden, Mr K Farrell, Professor D Finlay, Professor J Fitzgerald, Ms M Frederico, Ms C Freebody, Mr B Goddard, Professor N Gough, Professor E Gow, Mr J Griffiths, Professor R Harbridge, Professor F Hardman, Professor N Hoogenraad, Dr J Jackson, Dr Bruce James, Professor P Johnson (Vice-Chancellor), Dr D Kirkby, Professor M Lake, Ms L Lang, Professor L Ling, Dr J McArdle, Dr G Mayer, Mr A Pagliaro, Mr A Plaisted, Mr K Reed, Mr P Richardson, Professor M Rimmer, Professor I Robinson, Dr D Rogers, Dr J Russell, Dr K Souter, Professor H Swerissen, Dr N Taylor, Mr G Villalta, Professor H Westerbeek, Professor E Weigold and Mr Y Yang.

**SECRETARIAT:** Ms A Cowburn

**IN ATTENDANCE:** Professor A Aikhenvald, Professor R Brownlee, Professor L Cahill, Mr B Carboon, Ms L Carey, Professor G Crouch, Professor R Dixon, Dr K Ferguson, Professor A Frost, Mr P Gould, Professor C Handley, Dr E Martens, Ms C Morriss, Professor P Murphy and Mrs S Nalder (*vice* Ms L Lavender).

**PART A: PROCEDURAL MATTERS**

**(i) Apologies and Attendance**

Apologies were received for Dr Andrew Brookes, Dr Roger Croome, Ms Johanna Gwynn, Dr Linsey Howie, Ms Liz Lavender, Professor Sandy Leggat, Ms Virginia Mansel Lees, Ms Frances Sheean, Professor Gordon Walker and Professor Rhett Walker.

The Chair welcomed Mr Kent Farrell, the new Executive Director of the Mildura Campus.

**(ii) Approval of Agenda and ordering of Agenda Items**

The Board resolved to approve the Agenda, as circulated.

The Board received the following tabled papers:

- AB07/117 *Attachment D*, Report of Honorary Degrees Committee
- AB07/117 *Attachment E*, Report of Selection Committee: Professor/Associate Professor in Management
- AB07/117 *Attachment F*, Report of Selection Committee: Professor/Associate Professor in Macroeconomics
- AB07/118 Award of Degrees and Diplomas

**(iii) Outstanding Matters**

The Board received and noted report AB07/116.

**(iv) Matters approved on behalf of Academic Board**

The Board received report AB07/117 and noted the following matters which had been approved on its behalf since its last meeting:

- (a) Award of degrees and diplomas, as detailed in Attachment A to AB07/117;
- (b) Membership of Committees:
  - (i) *Selection Committee: Associate Professor/Senior Lecturer in Special Needs Education:*
    - Dr Kerry Ferguson (Chair) *vice* Professor Denise Kirkpatrick;

- (ii) *La Trobe University Bookshop – Board of Management:*
  - Professor David de Vaus (Chair) vice Dr David Stockley;
- (iii) *Standing Committee on Level D Academics:*
  - Category D (one additional professorial member, being the Vice-Chancellor's nominee for gender balance, if appropriate): Professor Sandy Leggatt (2007 promotions round only).
  - Category E (one external member (at professorial level or equivalent) with experience in promotions processes and capacity to comment on standards of performance and achievement in research and scholarship and/or teaching: Professor Joan Cooper, Pro Vice-Chancellor (Students) and Registrar, University of New South Wales.
- (c) Appointment of Visiting Professors:
  - (i) *Graduate School of Management: Professor Ding Jiangping and Professor Chen Zuebin*, as detailed in Attachment B to AB07/117;
- (d) Establishment of Position & Composition of Selection Committee:
  - (i) a proposal from the Faculty of Health Sciences to establish the John Richards Chair in Rural Aged Care Research at Albury-Wodonga and composition of Selection Committee for the position, as detailed in Attachment C to AB07/117;
- (e) *Report of Honorary Degrees Committee*, as detailed in confidential Attachment D to AB07/117;
- (f) Report of Selection Committees:
  - (i) *Professor/Associate Professor in Management (Dr Richard J Pech)*, as detailed in confidential tabled Attachment E to AB07/117;
  - (ii) *Professor/Associate Professor in Macroeconomics (Dr Sisira Jayasuriya – Professor in Macroeconomics; Dr Don Harding – Professor in Macroeconomics; Dr Buly Cardak – Associate Professor in Macroeconomics)*, as detailed in confidential tabled Attachment F to AB07/117.

(v) **Report of the Vice-Chancellor**

The Vice-Chancellor reported on a number of matters of current interest.

- (a) *Academic issues*
  - Professor David Vaux had been awarded an Australia Fellowship from the National Health and Medical Research Council for his work in the fight against cancer. Of the nine recipients of this new and highly prestigious science award, Professor Vaux was the only one not from the Walter and Eliza Hall Institute or a Group of 8 University. The Board congratulated Professor Vaux.
  - The Australian Synchrotron was opened on 1 August 2007 by the new Premier. The University was one of three Victorian universities which were foundation members. The synchrotron would provide significant research and education opportunities for the University's scientists and postgraduate students. It was also seen to be an important factor in recruiting staff.
- (b) *Public lectures*
  - The Nobel Laureate and eminent biologist Professor Sir Paul Nurse, President of Rockefeller University in New York, had presented the 2007 Nancy Millis Science Lecture on 3 July 2007.
  - The internationally recognized biographer Hazel Rowley had delivered the 2007 La Trobe University/Australian Book Review Lecture.
  - In his last public event as Deputy Premier, the Hon John Thwaites had presented the Kerford Oration at the Beechworth Campus.
- (c) *Ministerial visits*
  - The State Minister for Agriculture, the Hon Joe Helper, had recently visited the Bundoora Campus for discussions regarding the Biosciences Research Centre and to inspect the proposed site for the facility.

- The Federal Minister for Education, Science and Training, the Hon Julie Bishop, had visited the Bendigo Campus on 1 August 2007 and had held discussions with the Vice-Chancellor.

(d) *Staff appointments*

- Mr Kent Farrell had been appointed Executive Director, Mildura Campus, and had taken up this position last week.
- Dr Julie Jackson, currently head of the Albury-Wodonga Campus, had been appointed as Pro Vice-Chancellor (Quality Enhancement) to lead the University's preparation for the AUQA audit in 2009. It was noted that, as part of this process, quality enhancement procedures would be embedded within the University's culture.
- Dr Lin Crase had been appointed Executive Director, Albury-Wodonga Campus, and would commence in this position on Monday 13 August 2007.
- Dr Sisira Jayasuria and Dr Don Harding, both currently employed by the University of Melbourne, had accepted professorial appointments in the area of Macroeconomics.

(e) *Second semester enrolments*

- Domestic enrolments had risen to 104%.
- International enrolments were on target and were particularly good in the Faculty of Law and Management. The Vice-Chancellor congratulated Dr David Wilkinson, Associate Dean (International), Faculty of Law and Management, for his work in this area.

(f) *Delegations of authority*

The Vice Chancellor reported that Council had resolved to use its powers of delegation, written into the La Trobe University *Act*, to formally delegate the authority for approval of the following matters to Academic Board:

- award of degrees and diplomas;
- reports of Selection Committees for Level D and Level E positions;
- establishment of prizes;
- proposal to establish or amend courses; and
- Academic Promotions Committees reports.

The Board also noted that the authority to appointment Heads of Schools had been delegated to the Vice-Chancellor.

The Vice-Chancellor advised that there would be more work on simplifying the Statutes and Regulations to allow for a more streamlined governance structure.

(g) *Vale Professor Ron Topsom*

Professor Ron Topsom, a former Deputy Vice-Chancellor (Research) and initiator of the R&D Park, passed away in April this year. He was appointed in 1966 and retired approximately 10 years ago.

Mr Reed requested that there be some formal recognition by the University of Professor Topsom. The Chair suggested that the R&D Park could be utilised to provide some recognition of Professor Topsom's contributions.

PVC(R)

(h) *Study of intellectual culture as experienced by students*

Mr Reed suggested that a major problem that the University faced in making education more valuable to students was persuading them to have a self-driven approach, coupled with a respect for intellectual achievement, and recommended that the University undertake a research study of its intellectual culture to find out what La Trobe students' perception of learning is.

The Vice-Chancellor advised that the discussion process surrounding the launch of the Green Paper gave the University's community a chance to think about points such as those raised by Mr Reed and any other deficiencies they observe at La Trobe. There was already a process underway to provide additional focus on student engagement and leadership.

The Vice-Chancellor further reported that he had sent a video message to all La Trobe University students on Tuesday 7 August 2007 which included a link to the Green Paper. A student blog had also been established which asked students to provide advice as to the one thing they would like to change and the one thing they would like to retain about the University.

- (i) *University slogan*  
Mr Reed queried whether the University would consider adopting the slogan “*Our graduates are our product*”.

The Vice-Chancellor suggested that it was not appropriate to discuss this issue at this point.

## **PART B: MATTERS FOR APPROVAL**

### **417.1 CONFIRMATION OF THE MINUTES**

The minutes of the meeting held on 13 June 2007 [AB07/114(M)] were confirmed.

### **417.2 ITEMS APPROVED WITHOUT DISCUSSION**

#### **417.2.1 Award of Degrees and Diplomas**

The Board received tabled report AB07/118 and **resolved** to approve the award of higher degrees as detailed therein.

AEGTO

#### **417.2.2 Establishment of prizes**

The Board **resolved** to establish formally the following Prizes:

- (a) Faculty of Health Sciences: The City of Casey Award, as detailed in report AB07/119; and  
(b) Faculty of Law and Management: Bendigo Bank MBA Scholarships, as detailed in report AB07/120.

Fac. Reg.  
Ms L Smith  
Ms A Forden

#### **417.2.3 Report of Selection Committee**

- (a) *Selection Committee: Professor of Public Health and Head of School*

The Board received report AB07/121 and noted that the selection committee met to interview candidates for the position of Professor of Public Health and Head of School and agreed not to recommend an appointment at this time. It was also noted that the Dean would make a recommendation to the Vice-Chancellor that the position of Head of School be filled by means of the University’s internal appointment processes.

#### **417.2.4 Membership of Committees**

- (a) *Membership of Faculty-based Academic Promotions Committees for promotion from Level A to Level B Academic and Level B to Level C Academic*

The Board **resolved** to approve the membership of the Faculty-based Academic Promotions Committees for promotion from Level A to Level B Academic and Level B to Level C Academic, as detailed in report AB07/122.

HR Mgr.  
(Bendigo)

- (b) *Higher Degrees Committee (Research)*

The Board **resolved** to approve the appointment of Dr Bruce James as Acting Chair, Higher Degrees Committee (Research), until the end of 2007 *vice* Professor Gilah Leder.

Sec, HDC(R)

### 417.3 STANDING COMMITTEES OF ACADEMIC BOARD

#### 417.3.1 Report of Academic Committee: 19 June 2007

The Board received report AB07/123.

(a) *Proposal to offer the Graduate Diploma in Education (Primary) at the Bendigo Campus*

Fac. Reg.

The Board **resolved** to endorse a proposal from the Faculty of Education to offer the Graduate Diploma in Education (Primary) at the Bendigo Campus, as detailed in Attachment A to report AB07/123.

(b) *Proposal to introduce a Master of Business Administration (Study Abroad Program)*

Fac. Reg.

The Board **resolved** to endorse a proposal from the Faculty of Law and Management to introduce a Master of Business Administration (Study Abroad Program) (MBAStudyAbroad), as detailed in Attachment B to report AB07/123.

(c) *First Year Experience Questionnaire*

The Board noted that Professor Richard James and Emmaline Bexley from the University of Melbourne had briefed Academic Committee regarding the Centre for the Study of Higher Education (CSHE) conducting a First Year Experience survey for La Trobe in Semester Two this year.

(d) *Establishment of a University Graduate Attributes Working Party*

The Board noted that the University Graduate Attributes Working Party would consist of the following membership:

- Dr Erika Martens, Director, Academic Development Unit (Chair)
- Dr Jennifer Sheed, Associate Dean (Learning & Teaching), Faculty of Education
- Dr Kerry Fitzmaurice or nominee, Faculty of Health Sciences
- Dr Helen Lee, Faculty of Humanities and Social Sciences
- Ms Robyn Thomas, Faculty of Law and Management
- Dr Fiona Bird, Faculty of Science, Technology and Engineering

(e) *Faculty of Humanities and Social Sciences: Multiple Coding of Units*

The Board noted that Academic Committee had received a report from the Director, Academic Services, documenting the administrative issues involved in the multiple coding of units and a formal proposal from the Faculty of Humanities and Social Sciences listing the units they sought multiple codes for.

It was also noted that the University did not currently support this practice and Academic Committee had agreed that this was not an “open door” policy, just a one-off decision due to the Dean advising that other Faculty strategies had not been successful. It was expected that there be a review in 2 years time to provide evidence that this had been successful. Academic Committee was not suggesting that there be any additional changes to the Student One system to accommodate this.

The Board noted that Academic Committee had resolved to endorse the dual coding of the following units:

HIS2AWA	America since 1945: pop art & popular culture	ARH2AWA
HIS2MAM	Making America: Pocahontas to prohibition	ARH2MAM
ENG2CFT	Contemporary Feminist Thought	GSD2CFT
SOC2GES	Gender and Sexuality: contemporary debates	GSD2GES
SOC2GAD	Gender and Development	GSD2GAD
AUS2DAU	Discover Australia: issues and debates	SOC2DAU
LAS2PCI	Postcolonial Identities: new worlds	SPA2PCI
LAS2CSP	Cuba: the special period	SPA2CSP

for two years only and subject to the Faculty absorbing any additional costs created and a report being provided back to the Committee by mid 2009. It was expected that there would be evidence provided at that time that this was a successful strategy.

#### 417.3.2 Report of Selection and Enrolment Committee: 21 June 2007

The Board received report AB07/124.

(a) *Use of the General Achievement Test (GAT) in Middle Band Selection*

Sec.,SEC

The Board noted that Monash University, with the support of VTAC, had initiated a three year trial of the use of the General Achievement Test (GAT) in Middle Band selection. Other institutions had been invited to participate from 2009, as detailed in Attachment SEC07/7 to report AB07/124.

It was also noted that Academic Board, on 18 August 1999, had approved the use of GAT results as a selection tool by those faculties wishing to use it, but only as an ancillary tool in middle-band selection. As a result of concern from secondary schools VTAC did not proceed with the use of GAT in 1999, however, the current pilot scheme had received general support.

The Board **resolved** to endorse the recommendation that the University participate in the trial of the General Achievement Test (GAT) in Middle Band selection, from the 2009 selection period.

#### 417.3.3 Report of Academic Committee: 24 July 2007

The Board received report AB07/125.

(a) *Proposal to offer a Bachelor of Occupational Therapy in Singapore*

Fac. Reg.

The Board **resolved** to endorse a proposal from the Faculty of Health Sciences to offer a Bachelor of Occupational Therapy in Singapore (BOccTher), as detailed in Attachment A to report AB07/125.

(b) *Proposal to introduce a Graduate Certificate in Spinal Nursing*

Fac. Reg.

The Board **resolved** to endorse a proposal from the Faculty of Health Sciences to introduce a Graduate Certificate in Spinal Nursing (GradCertSpiNur(DE)), as detailed in Attachment B to report AB07/125.

(c) *Proposal to introduce a Master of Information and Communication Technology*

Fac. Reg.

The Board **resolved** to endorse a proposal from the Faculty of Science, Technology and Engineering to introduce a Master of Information and Communication Technology (MICT), as detailed in Attachment C to report AB07/125.

(d) *Proposal to introduce a Master of Information Technology/Master of Business Administration double degree*

Fac. Reg.

The Board **resolved** to endorse a proposal from the Faculty of Science, Technology and Engineering to introduce a Master of Information Technology/Master of Business Administration (MIT/MBA), as detailed in Attachment D to report AB07/125.

(e) *Proposal to introduce a Master of Business Administration/Master of Telecommunication Engineering double degree*

Fac. Reg.

The Board **resolved** to endorse a proposal from the Faculty of Science, Technology and Engineering to introduce a Master of Business Administration/Master of Telecommunication Engineering (MBA/MTelecomEng), as detailed in Attachment E to report AB07/125.

- (f) *Proposal to introduce a Master of Business Administration/Master of Electronic Engineering double degree*

Fac. Reg.

The Board **resolved** to endorse a proposal from the Faculty of Science, Technology and Engineering to introduce a Master of Business Administration/Master of Electronic Engineering (MBA/MElecEng), as detailed in Attachment F to report AB07/125.

- (g) *Proposal to revise course structures in the School of Engineering and Mathematical Sciences*

Fac. Reg.

Mr Reed noted that the restructure reduced the number of contact hours for students and queried how they would be expected to utilise this additional time. The Dean, Faculty of Science, Technology and Engineering, advised that the School of Engineering and Mathematical Sciences had compared their hours of teaching with other universities and the proposed restructure brought the School into line with similar courses offered elsewhere.

Mr Reed queried whether La Trobe University graduates would still be seen as superior to others. The Dean advised that the School would continue to provide well-trained graduates and that the courses would continue to go through the professional accreditation processes.

The Board **resolved** to endorse a proposal from the Faculty of Science, Technology and Engineering to revise course structures in the School of Engineering and Mathematical Sciences, as detailed in Attachment G to report AB07/125.

- (h) *Proposal to introduce a Master of Business Administration/Master of Health Administration double degree*

Fac. Reg.

The Board **resolved** to endorse a proposal from the Faculty of Health Sciences to introduce a Master of Business Administration/Master of Health Administration (MBA/MHA), as detailed in Attachment H to report AB07/125.

- (i) *Membership*

The Board noted that the Vice-Chancellor had appointed Professor Chris Handley as Acting Chair of Academic Committee *vice* Professor Denise Kirkpatrick.

- (j) *Masters Program Working Group*

The Board noted that the Masters Program Working Group had been set up to review and establish the types and formats of Masters programs that the University would offer. Membership of the Working Group included: Professor Hal Swerissen, Faculty of Health Sciences (Chair); Professor Noel Gough, Faculty of Education; Professor David de Vaus, Faculty of Humanities and Social Sciences; Professor Raymond Harbridge, Faculty of Law and Management; and Professor Ian Robinson, Faculty of Science, Technology and Engineering.

It was also noted that a full report from the Masters Program Working Group would be provided to the August meeting of Academic Committee.

#### 417.4 OTHER MATTERS

##### 417.4.1 Associate Dean, International, Faculty of Health Sciences

The Board received report AB07/126 and noted that Mr Peter Foreman has been appointed to undertake the duties of Associate Dean, International, on a 0.4 EFT basis for three years in conjunction with his substantive position of Associate Professor in the Division of Health Studies.

Dr J Carr

##### 417.4.2 2006 Annual Reports of the Faculties

- (a) *Law and Management*

The Board received and noted the 2006 Annual Report of the Faculty of Law and Management, as detailed in report AB07/127.

## PART C: MATTERS FOR INFORMATION

### 417.5 ITEMS FOR INFORMATION

#### 417.5.1 Minutes of the Faculty Boards

The Board received and noted the following minutes of the Faculty Boards:

- |  |                  |
|--|------------------|
| (a) Education: 15 March 2007                   | FOE-FB07-017M    |
| (b) Education: 17 May 2007                     | FOE-FB07-031M    |
| (c) Education: 21 June 2007                    | FOE-FB07-039M    |
| (d) Health Sciences: 16 May 2007               | FHS/FB0407/3M    |
| (e) Humanities and Social Sciences: 2 May 2007 | LHUSS/FB2007/33M |
| (f) Law and Management: 22 May 2007            | FLM/FB07/02M     |

## PART D: QUESTIONS WITH NOTICE

There were no "Questions with Notice" provided.

## PART E: DISCUSSION

### 417.6 THE GREEN PAPER: INTRODUCED BY THE VICE-CHANCELLOR

The Vice-Chancellor gave a presentation on the "*Green Paper*", which had been released to all staff on Tuesday 24 July 2007.

It was noted that a number of briefings had been held for staff at the Bundoora and Bendigo campuses, with more planned, and staff were encouraged to attend these.

The Vice-Chancellor advised that the purpose of the *Green Paper* was to stimulate a focused discussion within the university about what we do, how we do it, and how we might change our ways of doing things to further develop our core 'business' of research, learning and teaching over the next ten years.

The Vice-Chancellor stated that the *La Trobe University Act 1964* established the University:

To serve the community and in particular the citizens of Victoria –

- i. by making knowledge available for the **benefit of all**;
- ii. by providing an institution in which all enrolled students will have the opportunity of **fitting themselves for life** as well as becoming learned in a particular branch or branches of learning;
- iii. to promote critical inquiry within the University and in the **general community**; and
- iv. to aid by research and other means the advancement of knowledge and the pursuit of the benefits of its **practical application**.

It was agreed that this made the University unique.

The 16 proposals, provided for discussion in the *Green Paper*, were:

1. Clarify and document our core principles and points of differentiation.
2. Establish and support integrated programs for student engagement.
3. Review, renew and refresh content and delivery of undergraduate programs.
4. Consolidate undergraduate programs and reduce teaching time by 25% by 2010.
5. Expand professional development support for sessional teachers; evaluate Teaching Assistantships.
6. Offer graduate programs designed to help increase international student activity.
7. Devise mechanism for promoting inter-faculty trade in teaching services.
8. Develop strong partnerships and further develop online and other learning platforms to ensure the delivery of quality regional education.
9. Establish and support cross-faculty research institutes.
10. Devise and implement workload model that recognises different levels of research activity.
11. Develop and implement mechanisms for partitioning Commonwealth income into teaching and research.
12. Develop career and promotion pathways that value academic staff who are teaching-focused.

13. Identify areas of overlap or duplication in business processes.
14. Implement a new budget model based on full cost allocation.
15. Develop clear policy of relative responsibilities for external relations.
16. Expand alumni relations and fundraising opportunities.

The Vice-Chancellor reported that the average ENTER score at the University had been declining since 2001, which was an indicator of student views. Where La Trobe previously was the third choice university for students, behind the University of Melbourne and Monash University, it had become the fifth choice, with RMIT and Deakin University improving in popularity among prospective students.

It was noted that, as of next year, universities could recruit up to 105% of Commonwealth Supported Places and be fully funded.

In 2007, the University's position in the national ranking of the Learning and Teaching Performance Fund was as follows:

Business, Law and Economics	32nd
Health	20th
Humanities, Arts and Education	10th
Science, Computing, Engineering, Architecture and Agriculture	36th

The Vice-Chancellor advised that students' views needed to be taken more seriously.

The Vice-Chancellor reported that even though La Trobe had doubled its international student income over the last 6 years, from \$20m to \$40m, it had not kept up with the growth experienced by its competitors.

It was noted that research income at La Trobe had remained static for the past five years. The Vice-Chancellor stated that the University needed to convince the government that we were worthy of additional resources and that investment in La Trobe would provide a good return.

**Discussion:**

Professor Lake queried whether there were mechanisms in place to provide staff with a sense of urgency regarding changes required at La Trobe.

The Vice-Chancellor suggested that Board members should encourage their colleagues to attend the staff briefings regarding the *Green Paper*.

Professor de Vaus suggested that there was a risk involved regarding achieving 105% of Commonwealth Supported Places and queried at what level our competitors were currently enrolling.

The Vice-Chancellor advised that the University of Melbourne had been discussing reducing undergraduate numbers, but was sure that they would enrol as many undergraduates as possible, as would every other university.

Professor Westerbeek noted the Key Performance Indicator of improving productivity by 20-25% and suggested that there were pockets of staff that were very good teachers and queried whether these could be isolated and better utilised.

The Vice-Chancellor advised that performance in teaching is very important to the institution, but that staff were not eager to reveal what goes on in their classrooms.

Dr Souter stated that there was more to good teaching than what occurs in the classroom and that modification to systems, policies and procedures were required to bring about changes in the data.

The Vice-Chancellor reported that the University was a long way behind when delivering standardised information to its students and that the message that La Trobe wants to provide high quality teaching and service was not being received by students. He suggested that each academic staff member should have a personal profile on the website including contact details, what they taught etc. and that the University should be determined to implement a more coherent approach to such standard practices.

Mr Reed queried why one Faculty had better responses to the Course Experience Questionnaire than the others and suggested that the University should conduct a properly constructed survey on how staff were using their time.

The Vice-Chancellor stated that in an ideal world we would always conduct proper investigations, but in this case, the University did not have time. La Trobe needed to be in a position to make it clear that they were moving forward. It was noted that while La Trobe was unique, 90% of what the University does is identical to other universities and inferences could be drawn from comparisons with them. The Vice-Chancellor strongly opposed any suggestion that the University put change on hold.

Professor Dixon stated that some staff do not work efficiently and suggested that good staff should be rewarded and the dead wood removed.

The Vice-Chancellor responded that the majority of staff do work hard, but that their value-added output is sometimes low. There were many examples of duplication of effort at the university and systems needed to be simplified.

Professor Aikenvald suggested that the University had some designated communities that could be approached to provide additional funding eg. Melbourne's Greek community, China etc.

The Vice-Chancellor agreed that the University's fundraising capacity needed to be increased and the Alumni engaged. It was noted that this would cost the University in the first instance, but could create significant funding for the future.

Professor Crowe suggested that the University may be trying to be too many things in too many places.

It was noted that the *La Trobe University Act 1964* stated that the University was established to "*serve the community and in particular the citizens of Victoria*", not just metropolitan Melbourne. The Vice-Chancellor advised that the University was attempting to move towards having regional activities on a revenue neutral basis. The University was currently lobbying the Federal Government to provide additional funding for regional campuses and was optimistic that there would be an increase. He also suggested that the University needed to work more closely with other educational providers (ie TAFEs) in the areas of regional Victoria where La Trobe maintained campuses. The Vice-Chancellor stated that a serious analysis of the costs and benefits of the regional campuses was required and with the move towards cost-based accounting would, in the future, be able to be provided.

Professor Fitzgerald advised that the results of graduate exit surveys did not always give a clear picture of teaching abilities and in his experience, the results could be affected by simply altering aesthetics in areas that students were taught. He suggested that structural and management issues needed to be addressed and that staff should be supported in what they do.

The Vice-Chancellor advised that he wanted to create an opportunity for all staff to do what they do to the best of their ability and reward best practice.

The meeting closed at 11.10am.

**NEXT MEETING:**      **9.30am**  
                                 **Wednesday 12 September 2007**  
                                 **Council Chamber**  
                                 **John Scott Meeting House**  
                                 **Bundoora Campus**

**CONFIRMED BY CHAIR** \_\_\_\_\_ **DATE** \_\_\_\_\_