

LA TROBE UNIVERSITY

ACADEMIC BOARD

Minutes of the four hundred and eighteenth meeting of the Academic Board held in the Council Chamber, John Scott Meeting House, La Trobe University, Bundoora Campus on Wednesday 12 September 2007 at 9.30am

PRESENT: Professor R W Parish (Chair and Acting Vice-Chancellor), Professor C Adams, Dr A Brookes, Dr L Crase, Dr R Croome, Professor S Crowe, Dr M Davidson, Professor D de Vaus, Dr J Douglas, Professor G Durden, Mr K Farrell, Ms M Frederico, Mr B Goddard, Professor E Gow, Mr J Griffiths, Professor F Hardman, Dr L Howie, Dr J Jackson, Dr B James, Dr D Kirkby, Professor M Lake, Dr J McArdle, Ms V Mansel Lees, Dr G Mayer, Professor T Murray, Mr A Pagliaro, Professor S Paxton, Professor V Prain, Professor M Rimmer, Dr J Russell, Dr M Sandeman, Ms F Sheean, Professor E Weigold and Mr Y Yang.

SECRETARIAT: Ms A Cowburn

IN ATTENDANCE: Professor R Adams, Professor L Cahill, Ms L Carey, Professor R Dixon, Professor A Frost, Professor C Handley, Dr E Michael, Dr G Murphy, Professor P Murphy, Mrs S Nalder (*vice* Ms L Lavender), Professor A Perry, Dr J Sheed, Professor J Singh and Mr P Testa.

PART A: PROCEDURAL MATTERS

(i) Apologies and Attendance

Apologies were received for the Vice-Chancellor, Dr Charles Fahey, Professor Gerald Farrell, Professor David Finlay, Ms Charon Freebody, Professor Noel Gough, Professor R Harbridge, Ms Lyn Lang, Ms Liz Lavender, Professor Lorraine Ling, Dr Jenni Oates, Mr Paul Richardson, Professor Hal Swerissen and Professor Gordon Walker.

(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:

- AB07/131 *Attachment C*, Report of Selection Committee: Associate Professor/Senior Lecturer in Special Needs Education
- AB07/132 Award of Degrees and Diplomas

(iii) Outstanding Matters

The Board received and noted report AB07/130.

(iv) Matters approved on behalf of Academic Board

The Board received report AB07/131 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 AB07/131;
- (b) Membership of Committees:
 - (i) *Faculty-based Academic Promotions Committee for Promotion from Level A to Level B Academic or Level B to Level C Academic – Faculty of Education:*
 - Dr Kerreen Reiger *vice* Professor John Carroll, as the “*member of another Faculty Promotion Committee, at Level D or above*”;
- (c) Establishment of Position:
 - (i) a proposal from the Faculty of Health Sciences to establish a new position, Associate Professor/Senior Lecturer in Aged Care, in the School of Nursing and Midwifery, in association with the Aged Care Services Australia Group Pty Ltd, as detailed in Attachment B to AB07/131;

- (d) Report of Selection Committee:
 - (i) *Associate Professor/Senior Lecturer in Special Needs Education (Dr Kathleen Tait)*, as detailed in confidential tabled Attachment C to AB07/131.
- (e) Report of Higher Degrees Academic Misconduct Committee:

A meeting of the Higher Degrees Academic Misconduct Committee was convened to consider an accusation of plagiarism. On consideration of all the evidence presented to it, the Committee agreed that the allegation of misconduct was substantiated. The Committee therefore directed that the thesis submitted by the student be disallowed and a fail grade recorded. No further disciplinary action was recommended.

(v) Report of the Acting Vice-Chancellor

The Acting Vice-Chancellor advised that the Vice-Chancellor was currently in Asia at the overseas graduations and reported on a number of matters of current interest.

- (a) *Open Day*

The Acting Vice-Chancellor thanked all staff who participated in the 2007 La Trobe University Open Days.
- (b) *Biosecurity Research Centre*

Negotiations with the Department of Primary Industry regarding the Biosecurity Research Centre were continuing and the University were hopeful of a result by the end of the month.
- (c) *Deputy Vice-Chancellor (Academic) and Deputy Vice-Chancellor (Research)*

Interviews for the two Deputy Vice-Chancellor positions had taken place last week and an announcement had been made advising that Professor Tim Brown, currently Dean of the College of Science at the Australian National University, had accepted an offer to the position of Deputy Vice-Chancellor (Research). The Acting Vice-Chancellor advised that an announcement regarding the appointment of a Deputy Vice-Chancellor (Academic) would occur after the October meeting of the University Council.
- (d) *Research Quality Framework*

The Pro Vice-Chancellor (Research) gave an update on the progress of the RQF exercise and advised that the groupings had been designed by the University for strategic reasons and to gain the maximum return of funding and prestige. Information would be made available on the website regarding the University's research strengths.

The ALP had advised that they would replace the RQF if they come into power. The Pro Vice-Chancellor (Research) thanked everyone who had been involved in the RQF exercise.

Professor Cahill queried whether Level As would be able to be included in the groupings and the Pro Vice-Chancellor (Research) reported that the government had advised that they would accept Level As.

The Acting Vice-Chancellor stressed that the RQF exercise was not about career development. It was purely about gaining additional funding for the University and it required a collective effort on behalf of the research staff.

- (e) *Workplace Productivity Program*

The University had received a grant of \$3.7 million through the Workplace Productivity Program. It was noted that the funding would be used to empower business processes; improve teaching technologies and student engagement. The Acting Vice-Chancellor advised that the Vice-Chancellor wanted to assure staff that there would be no forced redundancies, although there may be some redeployment of staff. The aim was to grow the business.
- (f) *Strategic Planning Workshop*

A Strategic Planning Workshop had been held on Friday 7 September, with approximately 40 senior staff in attendance. The main objective of the day was to review how a strategic plan should be developed.

- (g) *Academic Quality Assurance Committee*
The Academic Quality Assurance Committee had met twice to review Faculty reports regarding quality assurance of units and course reviews. Faculties would be provided with feedback regarding their reporting after the next scheduled meeting. It was noted that AUQA would be auditing the University in 2009.
- (h) *Academic Board Working Party*
The Academic Board Working Party would be meeting today and the role of Academic Board would be discussed. The result of these discussions would be reported to the next meeting of Academic Board.
- (i) *New financial model*
A meeting of senior management, including Faculty Deans and Registrars, would be held on Thursday 13 September 2007, to clarify issues regarding the new budget model.
- (j) *Foodbowl Unlimited Roundtable*
The Acting Vice-Chancellor would be attending a 2-day forum of the Foodbowl Unlimited Roundtable, to be held on 24-25 September 2007. The forum aims to gather the best available thinking on the future of irrigated agribusiness and explore how the Goulburn-Murray region should position itself to compete in the context of climate change and rapidly shifting geopolitical settings.
- (k) *Climate Change Adaptation Research Facility*
A La Trobe University proposal for the Climate Change Adaptation Research Facility had been short-listed by an assessment panel including Mr Ian Carruthers, First Assistant Secretary, Australian Greenhouse Office; Dr Jim Peacock, Australia's Chief Scientist; Professor Margaret Sheil, CEO Australian Research Council; Professor Bruce Mapstone, CEO Cooperative Research Centre on Antarctic Climate & Ecosystems; and Jo Mummery, Assistant Secretary, Adaptation and Science Branch, Australian Greenhouse Office. The proposal had been prepared by Professor David Finlay, Professor Carol Adams, Mr Bob Goddard and Mr David Ensor.
- The Vice-Chancellor, the Pro Vice-Chancellor (Strategic Development) and the Chair had attended an interview in Canberra on Monday 10 September 2007 to discuss the proposal. If successful, funding of \$10 million would be provided, with access to another \$40 million. Congratulations to the staff who prepared the proposal.

Chair

PART B: MATTERS FOR APPROVAL

418.1 CONFIRMATION OF THE MINUTES

The minutes of the meeting held on 8 August 2007 [AB07/128(M)] were confirmed.

418.2 ITEMS APPROVED WITHOUT DISCUSSION

418.2.1 Award of Degrees and Diplomas

The Board received tabled report AB07/132 and **resolved** to recommend to Council the award of degrees and diplomas as detailed therein.

EO(AB)

418.2.2 Establishment of prizes

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

- (a) Faculty of Science, Technology and Engineering: Rural City of Wangaratta/La Trobe University Civil Engineering Scholarship Program, as detailed in report AB07/133.

Fac. Reg.
Ms L Smith
Ms A Forden

418.2.3 Membership of Committees

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

HR Mgr.
(Bendigo)

The Board **resolved** to approve the appointment of Dr Kerry Ferguson, Pro Vice-Chancellor (Equity and Student Services) as Chair of the Faculty-based Academic Promotions Committees for promotion from Level A to Level B Academic and Level B to Level C Academic.

418.2.4 2008 Academic Board meeting dates

The Board received report AB07/134 and **resolved** that its meetings in 2008 be held on the following dates:

EO(AB)

13 February	13 August
19 March	10 September
14 May	8 October
11 June	12 November

The Board noted that all meetings would commence at 9.30am and would be held in the Council Chamber of the John Scott Meeting House, Bundoora Campus.

418.2.5 Disbandment of the Committee for External Programs

The Board received report AB07/135 and **resolved** to disband the Committee for External Programs, a policy committee of Academic Board.

EO(CEP)

418.3 STANDING COMMITTEES OF ACADEMIC BOARD

418.3.1 Report of Academic Committee: 28 August 2007

The Board received report AB07/136.

- (a) *Masters Programs Guidelines*

The Board received and noted a report from the Masters Program Working Group, as detailed in Attachment A to report AB07/136.

As a result of the proliferation of different types of masters programs at various universities, including La Trobe, that did not fit the two traditional types of program (Masters by coursework and Masters by research) or current University guidelines and policy, the Masters Program Working Group, a working party of Academic Committee, was set up to review and establish the types and formats of Masters programs that the University would offer.

The Working Group had resolved that La Trobe University should offer the following types of Masters programs, which were included in the Australian Qualifications Framework:

- the typical *coursework* Masters degree program comprising coursework, project work and research in varying combinations, may be entered from a Bachelor degree, a Bachelor Honours degree or a Graduate Diploma. Coursework Masters degrees are often structured in a three to four semester nested arrangement with the Graduate Certificate (one semester), Graduate Diploma (a further semester), and Masters degree (a further two semesters);
- the typical *research* Masters degree program comprising at least two-thirds research with a substantial, often externally assessed thesis outcome, entered from a Bachelor Honours degree or Masters preliminary year, a research-based Graduate Diploma or equivalent research experience;
- a *professional* coursework Masters degree program, which may involve a work-based project, specifically designed for entry on the basis of a relevant qualification and professional experience or extensive relevant professional experience.

Page 56, AQF Implementation Handbook 2002

<p>It was noted that current regulations and policies that could require review as a result of the newly created Guidelines included:</p> <ul style="list-style-type: none"> • Regulation 21.4 – <i>Masters Degrees by Coursework</i>; • Regulation 21.5 – <i>Masters Degrees by Research</i>; • Masters Degrees by Coursework; • Credit and Advanced Standing; and • Multiple Awards (Double Degrees). 	
<p>The Board resolved to endorse the Masters Program Guidelines, as detailed in Attachment A to report AB07/136, and any required revision of the current regulations and policies to include the Masters Program Guidelines.</p>	EO(AcC)
<p>(b) <i>University Assessment Policy</i></p> <p>The Board noted that, in February 2007, Academic Committee had established a working party to develop a comprehensive University-wide assessment policy that reflected best practice in the assessment of student learning; consulting the international literature on quality assessment practices; and communicate the policy effectively to the University community.</p> <p>It was also noted that once the Assessment Policy was endorsed by Academic Board that the Director, Academic Services, should meet with the Chair of the Assessment Policy Working Party to discuss the development of procedures to support the Policy and the communication of the Policy and procedures to the University community.</p>	
<p>The Board resolved to endorse the La Trobe University Assessment Policy, as detailed in Attachment B to report AB07/136.</p>	EO(L&T)
<p>(c) <i>Proposal to introduce a Graduate Diploma in Law</i></p> <p>The Board resolved to endorse a proposal from the Faculty of Law and Management to introduce a Graduate Diploma in Law (GradDipLaw), as detailed in Attachment C to report AB07/136.</p>	Fac. Reg.
<p>(d) <i>Proposal to introduce a Bachelor of Commerce/Bachelor of Finance</i></p> <p>The Board resolved to endorse a proposal from the Faculty of Law and Management to introduce a Bachelor of Commerce/Bachelor of Finance (BCom/BFin), as detailed in Attachment D to report AB07/136.</p>	Fac. Reg.
<p>(e) <i>Proposal to change the Honours selection processes in the School of Business</i></p> <p>The Board resolved to endorse a proposal from the Faculty of Law and Management to introduce change the Honours selection processes in the School of Business, as detailed in Attachment E to report AB07/136.</p>	Fac. Reg.
<p>(f) <i>Proposal to offer two units of the Master of International Business program at the East China Normal University</i></p> <p>The Board resolved to endorse a proposal from the Faculty of Law and Management to introduce offer two units of the Master of International Business program at the East china Normal University, as detailed in Attachment F to report AB07/136.</p>	Fac. Reg.
<p>(g) <i>Proposal to amend the structure of the Bachelor of Visual Arts and Bachelor of Graphic Design</i></p> <p>Dr McArdle, Head, School of Visual Arts and Design, advised that the following amendment was required to page 5 of Attachment G: Replace: “Elective – see list” with “Media Workshop A, VPA2MWC and Media Workshop B, VPA2MWD”.</p>	

The Board **resolved** to endorse a proposal from the Faculty of Humanities and Social Sciences to amend the structure of the Bachelor of Visual Arts and Bachelor of Graphic Design, as detailed in Attachment G to report AB07/136, with the amendments requested above.

Fac. Reg.

(h) *Proposal to introduce a Graduate Certificate in Oral Health*

The Board **resolved** to endorse a proposal from the Faculty of Health Sciences to introduce a Graduate Certificate in Oral Health (GradCertOralHlth), as detailed in Attachment H to report AB07/136.

Fac. Reg.

(i) *First Year Experience Questionnaire*

The Board noted that Academic Committee had agreed to establish a working group to oversee the administration of the first year experience survey. A contract with the Centre for the Study of Higher Education at the University of Melbourne had been signed and the research would cost La Trobe approximately \$20,000. The project was being managed by Ms Emmaline Bexley, a Research Fellow at the Centre, who would distribute the survey to all first year students in week 10 of this semester.

The Working Group had met twice to review the survey following the revisions requested by Academic Committee at their June meeting.

It was noted that, according to LTU Human Ethics Committee guidelines, there was no requirement to submit an application for ethics approval as the survey was not being undertaken as academic research for publication.

The Board received the First Year Experience Survey, as detailed in Attachment I to report AB07/136, and noted that Academic Committee had resolved to endorse the survey subject to the following amendments:

- Removal of the Divisions/Schools listed in section F, question 13, for all faculties except Law and Management – it was agreed that the Faculty of Law and Management would be listed last.
- The document to be sent out under the signature of the Vice-Chancellor.

(j) *Operating Guidelines for the Policy on Use of Electronic Mail (email) for Official Correspondence with Students*

The Board noted that Academic Committee had considered and endorsed the “Operating Guidelines for the Policy on Use of Electronic Mail (email) for Official Correspondence with Students” and the “Procedures for Authorising Email Broadcasts to Students”, which were the guidelines for the Policy which had been endorsed by the Board at the June 2007 meeting.

418.4 OTHER MATTERS

418.4.1 Introduction of Promotion to Level E Professor

The Board received report AB07/137 and noted that at a meeting held on 14 February 2007 they had received a proposal to introduce promotion to Level E and had resolved to endorse that:

- the university introduce promotion to Level E on the basis of outstanding performance in research and scholarship or research and scholarship and learning and teaching;
- the University promotions policy and procedures be amended to include promotion to Level E; and
- a sub-committee be established to develop criteria for promotion to Level E.

A sub-committee, comprising senior staff of the University who were experienced with promotions and selection committee processes, were appointed by the Vice-Chancellor to undertake this task. A draft document, outlining the policy, procedures and criteria for promotion to Level E Academic was prepared by the sub-committee and then circulated to the Vice-Chancellor and Deans who were invited to provide feedback.

The Board **resolved** to endorse the policy, procedures and criteria as outlined in section 4.10, *Human Resources Manual*, Promotion to Level E Academic (Professor), as detailed in the attachment to AB07/137.

The Board noted that during its discussions, the sub-committee concurred that there was a case to retain personal chairs at the University. However, as staff in future would be able to apply for promotion to Level E solely on the grounds of contribution to research, it was agreed there would be some merit in changing the title “personal chair” to differentiate this award from promotion to Level E. Alternative titles including “Distinguished Professor” or “Laureate Professor” were suggested. The Board **resolved** to endorse the proposal that the personal chairs process be retained and retitled.

The Board also **resolved** to endorse the recommendation that a useful next step for the University would be to review the appointment procedures for professors.

418.4.2 The Australian Centre for Evidence Based Aged Care (ACEBAC) Annual Report for 2006

The Board received and noted The Australian Centre for Evidence Based Aged Care (ACEBAC) Annual Report for 2006, as detailed in report AB07/138.

418.4.3 La Trobe University Library Annual Report for 2006

The Board received and noted the La Trobe University Library Annual Report for 2006, as detailed in report AB07/139.

PART C: MATTERS FOR INFORMATION

418.5 ITEMS FOR INFORMATION

418.5.1 Minutes of the Faculty Boards

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

- (a) Law and Management: 19 June 2007 FLM/FB07/03M

PART D: QUESTIONS WITH NOTICE

There were no “Questions with Notice” provided.

PART E: DISCUSSION

418.6 MARKETING

The Chair introduced the Expert Panel who were to lead the discussion:

- Professor Frank Hardman, Faculty of Education
- Mr Patrick Testa, Faculty of Law and Management
- Dr Mark Sandeman, Faculty of Science, Technology and Engineering
- Ms Jacqui Martin, Director of Marketing and Communications

Professor Frank Hardman: The Marketing of Higher Education in the UK

Professor Hardman gave a presentation on the marketing of higher education in the UK.

Recent Trends

- Marketing professionals are increasingly guiding British universities into an era in which they will have to fight for students and income.
- Universities will need to raise standards and become more customer-focused to survive in the new fee-driven culture, marketing and fundraising.
- The big change is competition, which shifts power from the producers to the consumers.
- More competitive environment is forcing universities to change how they market themselves. The need for more sophisticated marketing has driven the recruitment of professionals. In the past, academics would have approved or vetoed all marketing literature. Marketing departments are now dictating the message that needs to go out to our audience.

- Marketing's growing role in areas such as widening participation has seen the amount spent on it increase significantly in the past two to three years with universities now placing ads everywhere from cinemas to the internet.
- The whole sector is becoming more data-driven: marketing people are becoming more and more sophisticated, analysing where applicants come from and where they need to put more effort in to selectively targeting groups.
- It is important for marketing specialists to engage academics in the international student recruitment process, to monitor the markets in which they are interested and to identify trends to which a promotional campaign could be attached.
- The number one way potential students try to get information is via prospectuses; however, universities are looking at more cohesive marketing strategies where they are using a number of different communication strands to get the message out.
- Most universities would also need to overhaul their approach to marketing themselves and targeting customers. For example, prospectuses that tend to be riddled with jargon and organised around institutions' bureaucratic structures may need to be rewritten.

Generation C

- The new youth market, called Generation C (for content), is said to be radically different from traditional consumers. There was no such thing as information overload for Generation C, which takes constant stimulation and online culture for granted. Universities had to take this on board if they are to be successful in recruiting them.
- To reach those who would benefit most from higher education universities must be committed to delivering new and ambitious approaches to learning. Greater flexibility in provision can give people the opportunity to learn in ways that meet their learning needs, preferences and abilities best.

Survey of university managers (n=172)

- Many senior university staff were ignorant of the cost and cost-effectiveness of campaigns.
- More than a third of managers, including vice-chancellors, pro vice-chancellors, registrars and other executives, said they had no idea how much money their university spends on marketing.
- About the same proportion said that their institution does not keep track of how effective its marketing activities are, and admitted that they did not know whether any cost-benefit analysis was carried out on marketing campaigns.
- With marketing budgets devolved to departments in almost half of institutions, many managers said they were unsure exactly how the money is spent.
- 35 per cent of respondents did not know the size of their institution's annual marketing budget. A third said the budget was in excess of £500,000, with 13 per cent saying it topped £1 million.
- It has been estimated that about £300 million a year is spent on marketing across the higher education sector.
- Nearly two thirds of survey respondents said that their institution's marketing budget had grown between 11 and 20 per cent in the past three years.
- Nearly a third of managers were unaware of any attempt to keep track of how effective their institution's marketing was.
- Most effort was directed towards recruitment of undergraduate students.
- Many institutions are repetitive in the marketing strategies they use, doing the same thing year after year.
- Nearly a third of managers believe that their marketing department's relationship with academics is poor, and nearly 40 per cent said that it is indifferent.
- Marketing needs to get academics to buy in to what it is trying to do by showing them how it can help them.

How much a university typically spends on marketing

- Prospectus and related mailing costs: up to £240,000
- Open days: £80,000 to £100,000
- Promotional materials, for example, Christmas cards, pens, CD-Roms and brochures: £40,000 to £50,000
- Schools liaison: £25,000 to £30,000
- Universities and Colleges Admissions Service fairs: £40,000 to £50,000
- Advertising during clearing: £120,000 to £150,000
- Alumni office and mailing: £80,000 to £200,000
- Online inquiry management system: up to £100,000 over 3 years
- Head of marketing salary: up to £80,000 pa
- Customer relationship management system: up to £100,000 over 3 years

Source: Heist

Mr Patrick Testa: Market Intelligence – how the world looks in on us

Mr Testa suggested that the University should be seeking input from stakeholders outside the university on what was required to rejuvenate existing courses and what new programs should be developed. Mechanisms to do this could be through an industry advisory board or dedicated focus groups of alumni, potential, and existing students.

Mr Testa also suggested that the University should review how they communicate with students and how the University could communicate with them in the way that they communicate with the world around them, which would include a greater use of technology. This could be done through:

- e-portfolios (an E-Portfolio Committee had recently been established to discuss the potential uses of e-portfolios; whether they should be used as an academic driven assessment or a tool for external assessment of our students; or both); and
- work-integrated learning.

Mr Testa advised that the Faculty of Law and Management had been reviewing data from their schools using a business intelligence tool. Faculty of Law and Management were using data regarding all students who commenced with them from 2003-2007 to identify key feeder schools and the retention and attrition profiles of these schools at a course level. This data would be used as the basis for segmenting the schools as part of a marketing plan and to allow for the development of appropriate strategies that would result in the development of stronger relationships, in consultation with the Office of Prospective Students. The Faculty of Law and Management were reviewing how they could complement the activities of the Office of Prospective Students and target schools with high retention rates in the Faculty.

Dr Mark Sandeman: Digital Marketing – Student Use of Technology

Dr Sandeman gave a presentation on the student use of technology using survey results from the Centre for Study of Higher Learning.

First Year Student's Experiences with Technology: Are they really Digital Natives?

Gregor Kennedy, Kerri-Lee Krause, Terry Judd, Anna Churchward & Kathleen Gray
Biomedical Multimedia Unit, Faculty of Medicine, Dentistry and Health Sciences, The University of Melbourne

Centre for Study of Higher Education, The University of Melbourne

Survey

- 2,000 University of Melbourne students
 - born after 1980 and in first year of study
 - access to, use of and level of proficiency with information and communications technology

IT Access

- The majority of students had broadband Internet access (73%) and unrestricted access to
 - Mobile phone (96%)
 - Desktop computer (90%)
 - Digital camera (76%)
 - MP3 player (69%)
 - Laptop computer (63%)

Common Activities

- Sending or receiving email (94%)
- Creating documents (88%)
- Playing digital music files (84%)
- Searching for information (general 83 %; study related 76%)
- Instant messaging (80%)

Web

- Blogs (reading 38%, commenting 27%, maintaining 21%)
- File sharing (music 38%, photos 31%) Social networking (24%)
- VOIP telephony (19%)
- Web-conferencing (19%)

ICT Study Use

- Computers for general study (94%)
- Searching for information (93%)
- General course administration (84%)
- Communicating via SMS (84%) and instant messaging (75%)
- Using a Learning Management System to access course-related materials (81%)

Actual Purpose of Use

- Computer
 - Music > writing > study > games
- Web
 - Email > sms > info > leisure > reference > school > music

Take Home

- Students use IT for communication and entertainment
- To advertise we must entertain!
- The use of IT for study requires at least reorientation and training for some!

Dr Sandeman displayed some examples from “Second Life” and “You Tube” to demonstrate how educators were utilising technology.

Ms Jacqui Martin: what LTU are currently doing

Ms Martin reported that it was an exciting time at La Trobe: the new Vice-Chancellor has injected a sense of purpose and liberation; and constraints have been removed from our thinking.

The newly created Division of Marketing and Engagement is made up of two departments:

- Marketing and Promotions, consisting of:
 - Media and Public Relations
 - Internal communications - New
 - Brand development and Management
 - Open Day and Major Events (sponsorship)
 - Marketing
 - Web
 - E-marketing - New
 - Ceremonies and Protocol
 - Alumni
- Office for Prospective Students, consisting of:
 - Undergraduate recruitment
 - Postgraduate recruitment
 - EMT management – captures leads from lead generation activities (such as Open Day) and attempts to convert into prospects through targeted communication
 - Publications
 - Enquiry management (telephone and email)
 - Market Research - New

The purpose of the Division of Marketing and Engagement is to provide leadership and vision for central marketing and recruitment activity and to develop protocols, policies, programs that work across faculties, divisions and campuses. The current emphasis has been on recruitment of a professional team and moving from a devolved to an integrated marketing model.

What have the Division of Marketing and Engagement been doing?

Internal Communication:

- the Vice-Chancellor’s communications program, including video cast
- staff and student blogs
- green paper consultation
- student consultation – blog and face to face, live chat (students have advised that their concerns include parking, library, facilities in the Agora and the cutting of courses)
- strategic plan communications program
- Black and Red staff engagement program
- crisis communications
- editorial style guide
- UniNews – going electronic by end of year
- Marketing Hub
- M-Zine, available by end of week

Marketing & Advertising:

- introduced advertising procedures
- e-marketing, including trial for search engine advertising

Brand Management:

- redevelopment of La Trobe brand
- tender for creative and advertising services
- brand awareness campaign
- tender for media buying services
- image library
- corporate promotions, such as DVD
- publications audit
- brand research, maintaining LTU's brand health

Ceremonies and Protocol:

- review of the look and feel of graduations
- prizes audit

Alumni:

- steering committee established
- "Let's Get Together" program
- Distinguished Alumni Award
- re-establish alumni association

Media and Public Relations:

- find an expert database
- strategic media planning
- media protocols
- improving media portal - distribution and evaluation reporting of media hits
- web media portal to be improved
- "Hero" academic portfolio
- greater input into Universities communications ie – BRC – getting it on ground floor

Web development – Mashing Twitters:

- current site is operating as an intranet – people get lost, lose significant potential students
- commenced first stage of web redevelopment
- carving off of the top layer external facing site
- development of strategy for the further development of this
- content creation and development
- development of multi-media components for the external facing site ie corporate DVD and interactive map components
- 2008 – development of intranet and student portal

Open Day and Major Events

- maximizing sponsorship opportunities
- Open Day Communications – social networking sites (MySpace), 15,000 hits

Management and Planning:

- draft Strategic Marketing Plan – needs to be reviewed in light of green paper and strategic plan outcomes
- develop and implement planning and reporting framework for marketing activity across the University, including campuses and faculties – closer working relationships
- continued identification and refinement of our business processes

Student recruitment activity:

- increase in postgraduate activity, especially in regions
- expansion of Experience La Trobe
- guaranteed enter scheme
- SALT scheme
- review of all prospectus' - rationalization

Enquiry Management system:

- more formal roll out across faculties
- improvements in online course information

Major projects planned for 2008:

- communication of key “big wins” for La Trobe
- development of the Market Research Unit
- hub of achievement
- maximizing TAFE pathways promotion - regional
- continued web development

Discussion:

Dr McArdle pointed out that there was already expertise available at the University among the staff and students and queried whether Marketing and Promotions had thought about utilising Graphic Design students.

Ms Martin advised that in her two previous job roles at other universities, graphic design students had been utilised successfully.

The chair queried how the panel could see faculties interacting with the Marketing and Promotions area and how the faculties could best support the unit.

Ms Martin advised that there was currently a Marketing Representatives Group, with faculty representation, that met regularly. While this was a useful forum, its purpose was quite broad and could be improved. It was noted that Ms Martin and Ms Gorman also meet with the Faculty Deans and Registrars. The marketing unit was open to suggestions from staff as to how to best interact with the faculties.

The Chair noted that it was important to review how to increase the numbers of postgraduate students and queried whether there were any strategies in place to attract and retain students for postgraduate studies.

Professor Hardman agreed that universities have concentrated on attracting undergraduate students to the detriment of postgraduate students and suggested that the use of coursework clusters could make the University more attractive to these students.

The Chair also suggested that the new “Masters Program Guidelines” could assist with regard to the marketing of courses to postgraduate students.

Professor Walker queried how market intelligence may be drawn upon for course review and evaluation.

Ms Martin agreed that marketing area could be more involved in course development and delivery. She suggested that should be a “helicopter” view of delivery of courses and whether they meet market demand. The new Market Research Unit may be able to assist with providing data regarding these issues.

Professor de Vaus suggested that market research data could be utilised in course evaluations and built into the process.

The Chair thanked the panel.

The meeting closed at 10.50am.

NEXT MEETING: **9.30am**
 Wednesday 10 October 2007
 Council Chamber
 John Scott Meeting House
 Bundoora Campus

CONFIRMED BY CHAIR _____ **DATE** _____