



The University of Sydney

Academic Board Minutes

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Minutes of the meeting of the Academic Board held at 2 pm on Wednesday 12 December 2001 in the Professorial Board Room

There were present: the Chair (Professor J Sachs) presiding, the Deputy Chairs (Professor S K Armitage, Associate Professors P McCallum, A Reynolds and R T Ross), Professors C Adam, S I Benrimoj, P Boyce, A M Brewer, S Chapman, R Y Ebied, K Eltis, M A Harris, B Hesketh, J Higgs, N Hunt, H Kendig, J Kinnear, K Lester, D B Melrose, G T Moore, K Parton, S E Pretty, B Roufogalis, G Sherington and J Webber, Associate Professors C B Gillies, R Hinde, A F Masters, G Murray, L Tong, N C Weber and S West, Drs D P Godden, C Russell, M Torode and B D Winter, Mr T Arthur, Mr K Barlow, Ms P Kamvounias and Ms G Klix.

Also present: Secretary of the Academic Board (Dr W Adams).

Present as observers: Professors L Field, L M Koder and P Ramsden, Dr M Edmond and Mr J Shipp.

Present by invitation: Mr K Croft.

In attendance: Mr L Hogan and Miss K Neveldsen.

★ 1. **Apologies**

The Board noted that apologies had been received from: Professors G Brown, L Copeland, S Garton, G Gill, J Lawler, S Leeder, D Napper, P Parkinson, R Pesman, M Vitale, P Wolnizer and J A Young, Associate Professor P Phibbs, Drs M Boughton and M O'Loughlin, Mr M Hall and Mr R Wilson.

★ 2. **Arrangement of agenda**

2.1 **Starring of items**

Members of the Board were invited to star for discussion any unstarred items.

The following additional item was starred: Item 8.3.

2.2 **Adoption of unstarred items**

Resolution 365/01

That the Academic Board resolve as recommended with respect to all unstarred items.

3. Minutes of previous meeting

Resolution 366/01

That the Academic Board adopt the minutes of the previous meeting held on 14 November 2001 as a true record.

4. Business arising from Minutes

There was no business arising from the previous minutes.

★ 5. Report of the Chair

On behalf of the Academic Board, the Chair extended condolences to the Vice-Chancellor and his family on their loss.

5.1 Report on Senate matters

5.1.1 Report of the Senate meeting held on 3 December 2001

Resolution 367/01

That the Academic Board note the report of the Chair of the Academic Board on academic matters considered by Senate at its meeting held on 3 December 2001.

Action: No further action required.

5.2 General report

5.2.1 Review of the Academic Board and the Academic Forum

At its last meeting, the Board received the Report of the Review of the Academic Board and the Academic Forum, noted that written submissions on the Report had been invited and resolved that the Report lie on the table, for further consideration in light of the input received, and final endorsement at this meeting of the Board.

The Report was widely circulated to the University community and was considered by the standing committees of the Board, the Academic Forum and discussed at a general forum.

Written submissions on the Report had been received by the Chair of the Board and a Response to the Review of the Academic Board and the Academic Forum had been prepared and circulated to members for consideration.

The Chair noted that the delayed receipt of the Report had significantly affected the timeline for consultation and apologised for the late distribution of the Response to the Review.

The Academic Board was asked to consider the recommendations contained in the Response with a view to endorsing recommendations to Senate and adopting other recommendations contained therein.

The Chair outlined the substantial consultation undertaken following the receipt of the Report, noting that the process had been both productive and positive. It was noted that the Report had identified those areas that were working well and those areas that required improvement to result in a revitalised Board that was collaborative and collegial.

The Chair drew members' attention to the points on which most of the submissions were in agreement, noting in particular the strong support for the recommendation that the Academic Board be the principal academic authority in the University.

The Board also noted that the Response prepared by the Deputy Chairs and Chair of the Board identified principles to support the processes and structure of the Board that would be fundamental to a successful and effective Board, and the model of distributed participation relating to the operations and work of the Board that aimed to facilitate a more inclusive and participatory Board.

The Chair brought the attention of the meeting to Recommendation AB1.1 in the Response, noting that the recommendation was fundamental for the future of the Board.

A procedural motion was then moved and seconded from the floor: "That debate on Item 5.2.1 be adjourned to the next meeting of the Academic Board".

The mover spoke to the motion noting that:

- the Response had been received by members less than 24 hours before the meeting;
- due to the late receipt of the Response, there could not be an expectation that members had considered the issues proposed and were able to make a reasoned decision;
- an item such as restructuring the Board needed to have proper consideration given to it; and
- there was a question whether members were legally culpable if they did consider the item.

During discussion the following points were raised:

- some members expressed the view that there had not been sufficient time to consider the recommendations contained in the Response and therefore they were not in a position to take a reasoned view; and
- one member had refused to read the Response while others had not had an opportunity to thoroughly digest its content.

Clarification was then sought from the Chair on the implications of not considering the Response and its recommendations at the meeting.

The Chair advised that the proposals arising from the Review were to be presented to the February meeting of Senate, noting that should debate on the matter be deferred, then the item would be considered by Senate at its April meeting, therefore delaying the implementation process, with a new Board unlikely to be constituted until 2003.

The Board noted the disquiet of one member who felt that it was imperative not to rush consideration of the recommendations. In response another member noted that the process of consultation and discussion had occurred over a period of months and that members had had every opportunity to participate and provide feedback.

There was discussion about whether the Board could consider the principles only and leave matters of detail to a later date. The Chair advised that this could be counter productive as there was a danger of the logic of the proposal being fragmented if it was not presented to Senate as a whole package.

In response to a question to clarify the length of time and the process undertaken, the Chair advised that the original Report of the Review had been circulated to all staff in the University once it had been received. It had been discussed by all Committees of the Board, the Academic Forum, at an open general forum and deans had been encouraged to facilitate discussion in faculties. The Board noted that the members were aware that the Response would be considered at this meeting of the Board

The mover of the motion noted that the open forum had been poorly attended but that overall the process had been faultless until this meeting. The Chair agreed that proper consultation, which took considerable time, had been undertaken and noted that while there was an appreciation for the conflicting demands on staff time, and the inability of some members to attend the open general forum, there had been many opportunities for members of the University to provide feedback on the recommendations contained in the Review. Each forum where the Report of the Review was discussed had also been advised on the proposed direction of the Response, as had individuals who had consulted the Chair regarding the recommendations.

It was suggested that an additional meeting might be held the following week at which the item could be considered. After seeking an indication from members as to their availability, the Chair advised that it would be most unlikely that a meeting held the following week would be quorate.

The Chair sought clarification from the mover as to whether he sought to adjourn debate until the next regular meeting. The mover reiterated that adjournment would be to "the next meeting of the Academic Board".

The Chair then put the motion:

Recommendation

That debate on Item 5.2.1 be adjourned until the next meeting of the Academic Board.

The motion was lost.

The meeting then returned to consideration of the substantive motion in Item 5.2.1. The mover of the procedural motion, Dr D Godden, left the meeting (recorded in the minutes at Dr Godden's request).

Recommendation AB1.1 was moved and seconded. The meeting noted that should the Senate delegate authority to the Board it would retain overall authority and could withdraw the delegation at a later date.

The motion was put and carried unanimously.

Recommendation AB1.2 was moved and seconded and carried unanimously.

Recommendation AB1.3 was moved and seconded. The meeting noted strong support for quality assurance issues to be embedded in all academic undertakings.

The motion was put and carried unanimously.

Recommendation AB1.4 was moved and seconded. The motion was put and carried, with an abstention from the Chair of the Academic Forum.

Recommendation AB1.5 was moved and seconded and carried unanimously.

Recommendation AB1.6 was moved and seconded. The meeting discussed who determined matters of strategic importance, noting that the recommendation provided the Board with an opportunity to be proactive in providing advice as opposed to providing advice only when sought.

It was noted that the recommendation broadened the recommendation contained in the Review that the Board consider matters of resourcing and also provided the Board with a direct link with the Vice-Chancellor.

An amendment was proposed and seconded and carried unanimously.

The amended recommendation:

That the Academic Board provide advice to the Vice-Chancellor on academic matters which it considers to be of strategic importance was put to the meeting and carried unanimously.

Recommendation AB1.7 was moved and seconded and carried unanimously.

The Board further considered the Response, particularly in relation to the proposed membership of the Board. The Chair asked that members provide feedback on the proposed membership and a number of amendments were made. The Board agreed that further amendments could also be required at the implementation stage.

The proposed membership as amended was moved and seconded and carried with two members voting against.

The meeting was asked to identify recommendations in the remainder of the report for discussion. Some recommendations were identified and a motion to resolve as recommended for the remaining recommendations was moved and seconded and carried.

Recommendation AB3.3 was discussed, in relation to the constituencies which should be able to vote for the Chair of the

Board. It was proposed that the Chair needed to have the confidence of the Board therefore should only be voted for by the Board. It was also noted that the Chair would be the senior elected academic therefore should be elected from peers. The meeting noted that the recommendation did not preclude someone from outside the Board standing for the Chair of the Board.

The recommendation as proposed was moved and seconded and put to the meeting and carried with two members voting against.

The meeting noted that additional issues needed to be considered in the implementation period such as the matter of consecutive terms of office for the Chair.

Following a question from the floor, the University Librarian noted that the Library Committee had felt that it should remain a standing committee of the Board, but that its inclusion as a sub-committee of the Teaching and Learning Committee represented a compromise. The Chair advised members that membership of all committees would be considered further to ensure they were appropriately constituted.

A member of the Board concluded by expressing appreciation to the Deputy Chairs and the Chair for the work they had undertaken in regard to the Response to the Review, noting that considered discussion on the recommendations had taken place.

A copy of the Response to the Review of the Academic Board and the Academic Forum, as amended at the meeting, is attached to these minutes.

Resolution 368/01

That the Academic Board:

- (1) consider the Response to the Review of the Academic Board and the Academic Forum, and related recommendations, as detailed in the document presented;
- (2) note that the original Report of the Review was considered by the Academic Forum at its rescheduled meeting of 19 November 2001, and by a forum of the University community on 30 November 2001; and that written submissions on the report were invited, to be received by the Chair of the Academic Board by Monday 3 December 2001; and
- (3) resolve that the recommendations, as amended, contained in the Response to the Review of the Academic Board and the Academic Forum be adopted and recommended to Senate.

Action: Chair of the Board to amend the Response to the Review of the Academic Board and the Academic Forum as agreed at the meeting.

Action: Chair of the Board to recommend that Senate adopt the recommendations arising from the Review.

At the conclusion of its deliberations on the above item, the Board agreed to defer consideration of starred items, noting that it had resolved as recommended for all unstarred items and that the Chair had delegated authority to act on the Board's behalf.

Resolution 369/01

That the Academic Board defer consideration of starred items.

5.2.2 University of Sydney (Intellectual Property) Rule 2002

Consideration of this item was deferred (Resolution 369/01 refers).

5.2.3 Meeting of the Academic Board of the Australian Graduate School of Management, University of New South Wales, 14 November 2001

Consideration of this item was deferred (Resolution 369/01 refers).

5.2.4 Academic Board Nominees to Selection Committees

5.2.4.1 Academic Board Nominee to the Selection Committee for the Chief Financial Officer

Consideration of this item was deferred (Resolution 369/01 refers).

5.2.4.2 Academic Board Nominees to Selection Committees: 2002

Consideration of this item was deferred (Resolution 369/01 refers).

5.2.5 Summary of Academic Board activities 2001

Consideration of this item was deferred (Resolution 369/01 refers).

5.2.6 Academic Board Faculty Review Visits

Consideration of this item was deferred (Resolution 369/01 refers).

5.2.7 Christmas Party

Members of the Board and those who had assisted with the work of the Board and its committees throughout the year were invited to join the Chair of the Board for champagne and Christmas cake in the Nicholson Museum at the close of the Board meeting. Invitations had been sent out separately.

Resolution 370/01

That the Academic Board note the invitation of the Chair of the Academic Board to members of the Board, and the Board standing committees, to join her for champagne and Christmas cake in the Nicholson Museum at the close of this Board meeting, as set out in the report presented.

Action: No further action required.

★ 6. **Report of the Vice-Chancellor and Principal**

6.1 **Report on Senate matters**

6.1.1 **Report of the Senate meeting held on 3 December 2001**

Consideration of this item was deferred (Resolution 369/01 refers).

6.2 **General report**

Consideration of this item was deferred (Resolution 369/01 refers).

★ 7. **Report of the Academic Forum**

7.1 **Oral report of the Chair**

Consideration of this item was deferred (Resolution 369/01 refers).

7.2 **Report of the meeting held on 19 November 2001**

7.2.1 **Receipt of report**

Resolution 371/01

That the Academic Board receive and note the report of the Academic Forum meeting held on 19 November 2001.

Action: No further action required.

7.2.2 **Forum focus: Review of the Academic Board and the Academic Forum**

Resolution 372/01

That the Academic Board note the Forum Focus of the Academic Forum meeting held on 19 November 2001.

Action: No further action required.

7.2.3 **Proceedings of the Forum**

Resolution 373/01

That the Academic Board note the proceedings of the Academic Forum meeting held on 19 November 2001, as set out in the report presented.

Action: No further action required.

8. **Reports of Faculties and Boards**

8.1 **Report of the Faculty of Dentistry**

8.1.1 **Receipt of report**

Resolution 374/01

That the Academic Board receive and note the report of the Faculty of Dentistry meetings held on 8 September 2000 and 25 May 2001.

Action: No further action required.

8.1.2 Amendment of the Resolutions of the Senate: Constitution of the Faculty of Dentistry

Resolution 375/01

That the Academic Board recommend that Senate amend the Resolutions of the Senate relating to the Constitution of the Faculty of Dentistry, with immediate effect, as set out in the report presented.

Action: Chair of the Board to recommend that Senate amend the Resolutions of the Senate relating to the Constitution of the Faculty of Dentistry.

8.2 Report of the Faculty of Education

8.2.1 Receipt of report

Resolution 376/01

That the Academic Board receive and note the report of the Dean of the Faculty of Education.

Action: No further action required.

8.2.2 Semester and vacation dates 2002

Resolution 377/01

That the Academic Board approve the semester and vacation dates for the Faculty of Education for the year 2002, as set out in the report presented.

Action: Dean and Faculty Manager, Faculty of Education to note that the Board approved the semester and vacation dates for the Faculty for the year 2002.

8.3 Report of the Faculty of Medicine

Consideration of this item was deferred (Resolution 369/01 refers).

9. Report of the Undergraduate Studies Committee

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9.1 Oral report of the Chair

Consideration of this item was deferred (Resolution 369/01 refers).

9.2 Report of the meeting held on 13 November 2001

9.2.1 Receipt of report

Resolution 378/01

That the Academic Board receive and note the report of the Undergraduate Studies Committee meeting held on 13 November 2001.

Action: No further action required.

9.2.2 Proposals for new and amended courses

(1) Faculty of Education: Bachelor of Education

Resolution 379/01

That the Academic Board recommend that Senate approve the proposal from the Faculty of Education to amend Resolutions of the Senate relating to the Degrees, Diplomas and Certificates in the Faculty, to delete certain courses and amend the title of other courses, as set out in the report presented.

Action: Chair of the Board to recommend that Senate approve the amendment of the Resolutions of the Senate relating to the Degrees, Diplomas and Certificate in the Faculty of Education.

(2) Faculty of Rural Management: Bachelor of Management and Advanced Diploma of Management

Resolution 380/01

That the Academic Board approve:

- (1) the proposal from the Faculty of Rural Management for the change in the structure of the Bachelor of Management and Advanced Diploma of Management in the Faculty of Rural Management, with effect from 1 January 2003;
- (2) the revised Resolutions of the Faculty, made pursuant to the University of Sydney (Coursework) Rule 2000, relating to Bachelor's Degrees and Advanced Diplomas in the Faculty of Rural Management ; and
- (3) the revised Faculty requirements relating to the pass degree and the pass diploma, as set out in the report presented.

Action: Chair of the Board to recommend that Senate approve the proposal relating to the Bachelor of Management and Advanced Diploma of Management, together with amendments to and adoption of related Resolutions of the Senate.

(3) Faculty of Economics and Business: Bachelor of Commerce, Bachelor of Commerce (Liberal Studies), Bachelor of Economics and Bachelor of Economics (Social Sciences)

Resolution 381/01

That the Academic Board:

- (1) approve the major in Business Information Systems in the list of majors available in the Bachelor of Commerce, Bachelor of Commerce (Liberal Studies), Bachelor of Economics and Bachelor of Economics (Social Sciences) for introduction from 1 January 2003, and
- (2) note the subsequent amendment to Table A of the Faculty Resolutions relating to the Bachelor of

Commerce, Bachelor of Commerce (Liberal Studies), Bachelor of Economics and Bachelor of Economics (Social Sciences), as set out in the report presented.

Action: Dean and Executive Officer of the Faculty of Economics and Business to note the approval of the major in Business Information Systems.

9.2.3 Proceedings of the Committee

Resolution 382/01

That the Academic Board note the proceedings of the Undergraduate Studies Committee meeting held on 13 November 2001, as set out in the report presented.

Action: No further action required.

★ 10. Report of the Graduate Studies Committee

10.1 Oral report of the Chair

Consideration of this item was deferred (Resolution 369/01 refers).

10.2 Report of the meeting held on 26 November 2001

10.2.1 Receipt of report

Resolution 383/01

That the Academic Board receive and note the report of the Graduate Studies Committee meeting held on 26 November 2001.

Action: No further action required.

10.2.2 Proposals for new and amended courses

(1) **Faculty of Science: Master of Information Technology, Graduate Diploma in Information Technology and Graduate Certificate in Information Technology**

Resolution 384/01

That the Academic Board:

- (1) approve the introduction of the new major subject areas, Business Information Systems, Telecommunications Engineering, and Computer Engineering, and the renaming of existing majors for the Master of Information Technology, Graduate Diploma in Information Technology and Graduate Certificate in Information Technology, with effect from 1 January 2002;
- (2) recommend that Senate amend the Resolutions of the Senate relating to the above courses, with effect from 1 January 2002, as set out in the report presented.

Action: Dean and Faculty Manager of the Faculty of Science to note the approval of the majors, Business Information Systems and Computer Engineering and the renaming of existing majors.

Action: Chair of the Board to recommend that Senate approve amendments to related Resolutions of the Senate.

10.2.3 Proceedings of the Committee

Resolution 385/01

That the Academic Board note the proceedings of the Graduate Studies Committee meeting held on 26 November 2001, as set out in the report presented.

Action: No further action required.

10.3 Report of the meeting held by circulation

Consideration of this item was deferred (Resolution 369/01 refers).

11. Report of the Teaching and Learning Committee

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11.1 Oral report of the Chair

Consideration of this item was deferred (Resolution 369/01 refers).

11.2 Report of the meeting held on 22 November 2001

11.2.1 Receipt of report

Resolution 388/01

That the Academic Board receive and note the report of the Teaching and Learning Committee meeting held on 22 November 2001.

Action: No further action required.

11.2.2 Vice-Chancellor's Awards for Excellence in Research Higher Degree Supervision

The Academic Board noted that in response to the excellent field of applicants for the Vice-Chancellor's Awards for Excellence in Research Higher Degree Supervision an additional award was made, giving a total of three recipients. The Board congratulated the three successful applicants, Associate Professor Brand Miller (Human Nutrition, Biochemistry), Associate Professor Deirdre Coleman (English) and Professor Phillip Kuchel (Biochemistry) and noted the positive recognition that these awards provided throughout the University.

Resolution 389/01

That the Academic Board note and congratulate the recipients of the Vice-Chancellor's Awards for Excellence in Research Higher Degree Supervision, as set out in the report presented.

Action: No further action required.

11.2.3 Proceedings of the Committee

Resolution 390/01

That the Academic Board note the proceedings of the Teaching and Learning Committee meeting held on 22 November 2001, as set out in the report presented.

Action: No further action required.

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- ★ **12. Report of the Library Committee**
- ★ **12.1 Oral report of the Chair**
Consideration of this item was deferred (Resolution 369/01 refers).
- 12.2 Report of the meeting held on 19 November 2001**
- 12.2.1 Receipt of report**
- Resolution 391/01**
That the Academic Board receive and note the report of the Library Committee meeting held on 19 November 2001.
- Action:* No further action required.
- 12.2.2 Proceedings of the Committee**
- Resolution 392/01**
That the Academic Board note the proceedings of the Library Committee meeting held on 19 November 2001, as set out in the report presented.
- Action:* No further action required.
- ★ **13. Report of the Academic Staffing Committee**
- ★ **13.1 Oral report of the Chair**
Consideration of this item was deferred (Resolution 369/01 refers).
- 13.2 Report of the meeting held on 24 October 2001**
- 13.2.1 Receipt of report**
- Resolution 393/01**
That the Academic Board receive and note the report of the Academic Staffing Committee meeting held on 24 October 2001.
- Action:* No further action required.
- 13.2.2 Proceedings of the Committee**
- Resolution 394/01**
That the Academic Board note the proceedings of the Academic Staffing Committee meeting held on 24 October 2001, as set out in the report presented.
- Action:* No further action required.
- 13.3 Report of the meeting held on 21 November 2001**
- 13.3.1 Receipt of report**
- Resolution 395/01**
That the Academic Board receive and note the report of the Academic Staffing Committee meeting held on 21 November 2001.
- Action:* No further action required.

13.3.2 Proceedings of the Committee

Resolution 396/01

That the Academic Board note the proceedings of the Academic Staffing Committee meeting held on 21 November 2001, as set out in the report presented.

Action: No further action required.

14. General Business

14.1 Report on the Promotion of Academic Staff from Level C to Level D in 2001

On behalf of the Board, the Chair congratulated those members of staff who were successful in their applications for promotion from Level C to Level D.

Resolution 397/01

That the Academic Board note the report on the promotion of academic staff from Level C to Level D in 2001, as set out in the report presented.

Action: No further action required.

14.2 Report on the Promotion of Academic Staff to Professor in 2001

On behalf of the Board, the Chair congratulated those members of staff who were successful in their applications for promotion to Professor.

Resolution 398/01

That the Academic Board note the report on the promotion of academic staff to Professor in 2001, as set out in the report presented.

Action: No further action required.

14.3 Conferring of All Academic Titles

The Pro Vice-Chancellors (College) provided reports on the conferral of titles within their Colleges, as required under the policy.

Resolution 399/01

That the Academic Board note the reports relating to the Conferring of All Academic Titles by Colleges and Faculties, as set out in the report presented.

Action: No further action required.

14.4 Academic Board Attendance 2001

The Board received and noted a report detailing attendance at Academic Board meetings during the year.

Resolution 400/01

That the Academic Board note the report relating to attendance at Academic Board meetings in 2001, as set out in the report presented.

Action: No further action required.

14.5 Academic Board Meeting Schedule 2002

The Board noted the revised meeting schedule for 2002.

Resolution 401/01

That the Academic Board adopt the meeting schedule for the year 2002, as set out in the report presented.

Action: Members of the Academic Board to note the revised meeting schedule for 2002.

14.6 Membership of the Academic Board

14.6.1 Filling of casual vacancies

The Academic Board appointed Professor Simon Chapman, Faculty of Medicine, Professor Basil Roufogalis, Faculty of Pharmacy, and Mrs Margaret McKerchar, Faculty of Rural Management, to fill casual vacancies in the category of one academic staff member from the academic staff members of each faculty.

Mr Matt Hall was also appointed, to fill the casual vacancy for a postgraduate student member.

Resolution 402/01

That the Academic Board appoint members to fill casual vacancies in membership of the Academic Board for 2002, to hold office from 1 January 2002, as set out in the report presented.

Action: No further action required.

14.7 Delegation of authority

Resolution 403/01

That the Academic Board authorise its Chair to act on its behalf in respect of any urgent matters that may arise between the Board meeting on 12 December 2001 and the first 2002 Board meeting on 13 February 2002, as set out in the report presented.

Action: No further action required.

Signed as a correct record

Chair

Date

Minute Item 5.2.1 Review of the Academic Board and the Academic Forum

Response to the Review of the Academic Board and the Academic Forum

**Prepared by the Chair and Deputy Chairs of the Academic Board
(amended at the Academic Board meeting of 12 December 2001)**

Introduction

This response has been prepared by the Chair and Deputy Chairs of the Academic Board following consultation and discussions regarding the Report of the Review of the Academic Board and the Academic Forum. It includes suggestions and comments received through written submissions.

It was felt that the Report of the Review was as a positive document, identifying areas for consideration. There were a number of points on which most of the submissions were in agreement, including:

- that the Academic Board should be the principal academic authority in the University was supported;
- the proposed membership of the Academic Board as expressed was not supported;
- the disestablishment of the Academic Forum was supported;
- the Vice-Chancellor should be the senior academic of the University;
- the model of succession proposed for the Chair and Deputy Chairs was not supported;
- the establishment of a Quality Assurance Committee was not supported;
- the establishment of an Admission Committee as a Standing Committee was not supported; and
- the existing committee structure was broadly supported.

The submissions also expressed a keenness to explore new processes for communication and interaction with the academic community and for active involvement in Academic Board activities.

The Deputy Chairs and Chair discussed the type of Board that would be appropriate for this institution in relation to principles, structure, roles and responsibilities.

The following principles were considered by the Deputy Chairs as important in informing the work of the Board. These principles should cross academic decision-making processes and should underpin the work of the Board.

The University's Academic Board should:

- be the principal academic authority within the University of Sydney;
- be an independent body that represents various elected and appointed constituencies of the University;
- be concerned with the academic integrity of the University and be responsible for maintaining the highest standards in teaching, scholarship and research;
- be an inclusive collegial entity with processes that encourage participation; and
- operate with transparent processes and outcomes.

These principles should inform the structure and processes of the Board to ensure that the work of the Board and its various Committees and working parties is undertaken efficiently and effectively.

It was felt that the Board's structure should be a model of distributive participation. This means there is a need to distinguish the Board as an entity (eg. its meeting requirements) from the work of the Board. The work should be carried out on three levels – by the Board itself, by Committees of the Board, and by working parties.

In terms of roles and responsibilities it was felt there should be an elected Chair of the Board, the Chairs of Committee should be elected by and from the Board and the Deputy Chair of the Board should be appointed by the Board from amongst the Chairs of Committees on the nomination of the Chair of the Board.

1. Role and Functions of the Academic Board

In the main there was a great deal of consistency in the recommendations in the Report of the Review and the responses received, however, areas of difference included:

- how the Board would participate in quality assurance matters;
- whether the Board should be the final point of appeal on academic matters; and
- how matters of strategic importance would be included in the operations of the Board.

The Review of the Academic Board and the Academic Forum recommended:

R1.1 The Academic Board should be the principal academic authority within the University of Sydney with responsibility for maintaining the highest standards in teaching and research and for safeguarding academic freedom.

The University of Sydney By-law 1999 currently establishes the Board as the University's "primary academic advisory body".

The submissions received strongly supported the recommendation in the Report that the Board be the principal academic body of the University. This would enable the Board to take decisions, particularly in relation to approval of new and amended courses. It is felt that this recommendation complements the Resolutions adopted by the Senate in relation to its governance processes.

To establish the Board as the principal academic authority, the By-law would need to be amended, along with other relevant legislation. While one considered suggested the Board should be the "...principal **elected** academic authority..." to emphasise the nature of its membership this was not supported as some of the positions were ex-officio.

Another submission suggested that this strengthening of the Board's function should also include the "designation of the Academic Board as the final point of appeal on academic matters, noting that such arrangements would streamline the decision-making of the University". Others noted that the Board should recommend that Senate adopt the above recommendation in principle and consider specific delegation of functions as part of the implementation process.

There was concern expressed that the maintenance of standards implied administration along with decision-making, with the view that the Board should not be "actively involved in implementing policy...[as this]...should be the province of the University administration" and that this was ultimately the responsibility of the Vice-Chancellor who should be answerable to the Board for any failure to implement the Board's policy on standards, quality and other matters. This submission also expressed concern regarding appropriate allocation of resources to ensure this function was fulfilled.

Submissions by current Standing Committees of the Board supported the recommendation of restructuring the Board as the University's primary academic decision-making body, noting that changes in the operations of Senate could adversely impact on the academic operations of the University.

It was also noted from the submissions that the general recommendations "...will play a vital role in convincing both the membership and the University community that...the Board will...have sufficient authority and power to debate certain matters". It is possible to envisage that this " will play a significant role in encouraging attendance and contribution [to the University's academic decision-making process].

It is therefore **recommended**:

*AB1.1 That the Academic Board recommend that Senate adopt the following principle:
"The Academic Board is the principal academic decision-making body within the University of Sydney, with responsibility for maintaining the highest standards in teaching, scholarship and research and for safeguarding the academic freedom of the University."*

It is further **recommended**:

AB1.2 That the Chair and Deputy Chairs, on behalf of the Academic Board consider the role and function of the Academic Board as the principal academic decision-making body and propose revised terms of reference for consideration at the Februarys meeting of Senate and the Academic Board.

The Review of the Academic Board and the Academic Forum recommended:

R1.2 The Academic Board should play an active role in quality assurance of teaching and research (see Recommendation R4.1).

This recommendation was supported, however the related recommendation regarding the establishment of a Quality Assurance Committee was not.

The general consensus was that quality assurance should inform all aspects of University policies and practice and as such should be integrated into the terms of reference of all committees.

It is therefore **recommended**:

AB1.3 That the terms of reference of the revised Academic Board provide for the Academic Board to play an active role in quality assurance of teaching, scholarship and research.

Most submissions did not support the recommendation that:

R1.3 The Academic Board should be the final point of appeal on academic matters affecting students.

It was suggested that the Senate should retain this responsibility and Senate has recently established a Committee to consider appeals against decisions of the Student Proctorial Board. The current process for appeals against an academic decision is through the Chair of the Board, who determines whether an appeal is referred to Senate, based on procedural matters. This will be considered further when the full role and functions of the Board are discussed.

Only one submission opposed the following recommendation and favoured retaining the Academic Forum:

R1.4 Given the role and functions of an enlarged Academic Board (see Recommendation R2.1) the Academic Forum should be disestablished.

Other submissions considered a revised Board structure would encompass existing aspects of the Academic Forum and revised membership of the Board could make the existence of the Forum redundant.

It is recommended:

AB1.4 That Senate disestablish the Academic Forum.

It was felt that a forum for wide ranging discussion on issues should be encouraged and therefore it is also **recommended**:

AB1.5 That, if the Academic Forum is disestablished, the Academic Board conduct one Academic Board Forum each semester, to which all members of the University community are invited to consider and discuss matters of academic and strategic interest.

The following recommendation was also contained in the report of the Review:

R1.5 Matters of strategic importance including planning and resourcing should be included within the agenda of the Academic Board as advice to the Vice-Chancellor.

The nature of the academic environment at this institution means the discussion of resourcing matters is inappropriate, therefore the following is **recommended**:

AB1.6 That the Academic Board provide advice to the Vice-Chancellor on academic matters which it considers to be of strategic importance.

The following recommendations regarding the structure of the agenda were also supported:

R1.6 The agenda of the Academic Board should always contain at least one matter of strategic importance and should allow for questions to the Vice-Chancellor with and without notice.

R1.7 The Chair of the Academic Board should report on decisions and discussions of Senate at each meeting of the Academic Board.

It is therefore **recommended**:

AB1.7 That each agenda of the Academic Board normally include:

- (1) at least one matter of strategic importance,*
- (2) a report from the Chair of the Board on decisions and discussions of Senate; and*
- (3) time for questions to the Vice-Chancellor and/or the Chair of the Academic Board with and without notice.*

2. Membership of the Academic Board

The membership proposed in the Review of the Academic Board and the Academic Board was not supported. The original recommendation was

R2.1 The membership of the Academic Board should be:

- (a) the Chair (being a Professor elected, for a term of two years, by the members of Academic Board and all other Professors who are not currently members of Academic Board);
- (b) a Deputy Chair (being a Professor elected, for a term of two years, by members of the Academic Board and all other Professors who are currently members of the Academic Board);
- (c) a Deputy Vice-Chair (being a Professor elected, for a term of two years, by members of the Academic Board and all other Professors who are not currently members of the Academic Board);
- (d) the Deans;
- (e) one-third of all professors (to be elected by all professors within each College from the professors within that College);
- (f) the Heads of Departments, Units and Schools;
- (g) fifteen persons who are non-professorial members of the academic staff of each College (5 from each College);
- (h) the President of the Sydney University Postgraduate Representatives Association;
- (i) the President of the Students' Representative Council;
- (j) one person elected by and from those persons already elected to hold office as postgraduate student members of Faculties from 1 January in the year following election to the relevant Faculty;
- (k) one person elected by and from those persons already elected to hold office as undergraduate student members of Faculties from 1 January in the year following election to the relevant Faculty;
- (l) five general staff members elected by the general staff;
- (m) the Vice-Chancellor;
- (n) the Deputy Vice-Chancellors;
- (o) the Pro Vice-Chancellors (both Colleges and Corporate), and

- (p) such other members as co-opted by the Academic Board such as University Librarian, Assistant Pro Vice-Chancellors.

Many submissions noted that there were inequities in the proposed constitution between various constituencies. The Deputy Chairs and the Chair of the Board considered this issue, and using the model of distributed participation, propose membership as set out below.

It was felt that election of members on a faculty basis provided increased representation and encouraged reporting back by members to faculties. It was considered that membership of the Board by the professoriate should be encouraged, but on a faculty basis so as not to disadvantage particular faculties.

It is proposed to increase student membership on a College basis and dependent on the nature of the study being undertaken.

The proposal to include general staff as members of the Board was discussed at length. It was considered that it was best to draw expertise from all sectors within the University through the Committee and working party processes and that this would include general staff, particularly in the areas of student administration and from areas where policies and procedures are implemented.

AB2.1 The membership of the Academic Board shall be:

Ex Officio Members

1. *The Chair of the Academic Board*
2. *The Vice-Chancellor*
3. *The Deputy Vice-Chancellors*
4. *The Pro Vice-Chancellors and Assistant Pro Vice-Chancellors*
5. *The Deans of the faculties and colleges*
6. *The University Librarian*
7. *The Director of the Koori Centre*
8. *The Director of the Institute for Teaching and Learning*
9. *The President of the Students Representative Council (SRC)*
10. *The President of the Sydney University Postgraduate Representative Association (SUPRA)*

Elected Members

11. *Three academic staff members, at least one of whom where possible must be a professor, elected by the Dean's advisory committee, or equivalent body, of each of the following faculties and colleges:*
 - *Agriculture*
 - *Architecture*
 - *Dentistry*
 - *Education*
 - *Engineering*
 - *Law*
 - *Nursing*
 - *Pharmacy*
 - *Rural Management*
 - *Veterinary Science*
 - *Sydney College of the Arts*
 - *Sydney Conservatorium of Music**for terms of two years from 1 January*

12. *Five academic staff members, at least one of whom where possible must be a professor, elected by the Dean's advisory committee, or equivalent body, of each of the following faculties and colleges:*
 - *Arts*
 - *Economics and Business*
 - *Health Sciences*
 - *Medicine*
 - *Science**for terms of two years from 1 January*
13. *Three non-professorial members of academic staff elected by and from the non-professorial members of academic staff of each of the Colleges of Health Sciences, Humanities and Social Sciences and Sciences and Technology*
14. *Two undergraduate students, not being members of the academic staff, elected by and from the undergraduate student members of the faculties, colleges and boards of studies of each of the:*
 - *College of Health Sciences;*
 - *College of Humanities and Social Sciences; and*
 - *College of Sciences and Technology**for a term of one year from 1 January*
15. *One postgraduate coursework student, not being a member of the academic staff, elected by and from the postgraduate coursework student members of the faculties, colleges and boards of studies of each of the:*
 - *College of Health Sciences;*
 - *College of Humanities and Social Sciences; and*
 - *College of Sciences and Technology**for a term of one year from 1 January*
16. *One postgraduate research student, not being a member of the academic staff, elected by and from the postgraduate research student members of the faculties, colleges and boards of studies of each of the:*
 - *College of Health Sciences;*
 - *College of Humanities and Social Sciences; and*
 - *College of Sciences and Technology**for a term of one year from 1 January*

Co-opted Members

17. *Up to four members may be co-opted by the Academic Board on the advice of the Chair of the Academic Board for a term specified at the time of co-option*

Having considered the comments included in the written submissions, on balance the recommendation to rescind the Rule relating to the gender composition was supported.

R2.2 The rule relating to gender composition of elected Officers (Deputy Chairs) or elected members of the Academic Board (Rules relating to Academic Board 1996, Rule 5(2)) should be rescinded. Care should be taken to ensure appropriate representation relating to gender, discipline and expertise.

The proposed membership of the Board (recommendation AB2.1) could make the existing Rule difficult to enact and faculties should consider appropriate representation relating to gender, discipline and expertise during elections.

It is therefore **recommended**:

AB2.2 *That the Rule relating to gender composition of elected Officers (Deputy Chairs) or elected members of the Academic Board (Academic Governance Rules relating to the Academic Board, Rule 5(2) be rescinded.*

The recommendation relating to appointment or promotion to professor

R2.3 Criteria for appointment or promotion to professor must include a willingness to participate fully in the activities of the Academic Board.

may have been appropriate when it was proposed that a third of the Board membership comprise members of the professoriate. While the recommendation was not supported, the principle behind the recommendation was.

It is therefore **recommended**:

AB2.3 *That the Academic Board request the Academic Staffing Committee to consider the Criteria for appointment or promotion to professor, with a view to clarification or inclusion of the criteria to include a willingness to participate fully in the academic decision-making activities of the University.*

3. Role of the Chair and Deputy Chairs of the Academic Board

The proposed role of the Chair and Deputy Chairs of the Academic Board generated many submissions. Particular comments received related to the model of succession and the role of the Chair of the Board in relation to the Vice-Chancellor.

The following recommendation was not supported as it was felt that the Vice-Chancellor should be acknowledged as the most senior academic at the University. It was also considered that it is the responsibility of the Board as a whole, not an individual to safeguard the academic integrity of the University:

R3.1 The person who holds the position of Chair of the Academic Board should be recognised as the most senior academic at the University of Sydney while he or she holds this position; he or she should be seen to be responsible for maintaining the academic integrity of the University as well as being the point of contact between the academic community and Senate and between the academic community and the Senior Executive Group.

It is therefore **recommended**:

AB3.1 *That the Vice-Chancellor be recognised as the most senior academic at the University of Sydney.*

AB3.2 *That the person who holds the office of Chair of the Academic Board be recognised as the most senior **elected** academic at the University of Sydney while in office.*

AB3.3 *That the Chair of the Academic Board be a professor, elected by all members of the Academic Board for a term of office of two years.*

AB3.4 *That the Chair of the Academic Board be a full-time position.*

AB3.5 *That the Chair of the Academic Board be expected to retain some academic involvement with faculties, including the supervision of postgraduate research candidates.*

AB3.6 *That the Chair of the Academic Board be responsible for overseeing the work of the Academic Board in all its aspects.*

AB3.7 *That the Chair of the Academic Board be the point of contact between the academic community and Senate and between the academic community and the Senior Executive Group.*

In considering the following three recommendations, it was felt that an alternative model for Chairs of Committees and a Deputy Chair be considered:

R3.2 There should be two Deputy Chairs (one a Deputy Chair and the other a Deputy Vice-Chair) of the Academic Board and the Deputy Chairs should support the Chair across the entire portfolio of academic responsibilities. It would be an expectation that each of the Deputy Chairs would eventually become Chair of the Board.

R3.3 The Chair and Deputy Chairs should not be full-time officers of the Board but should retain some academic responsibilities.

R3.4 The Deputy Chairs would not necessarily chair the committees of the Academic Board.

Therefore it is proposed that the Chair of the Academic Board chair one of the Standing Committees of the Board and that the remaining Chairs be elected by and from the members of the Academic Board. The Chairs of the Committees and the Chair of the Board would then form an "executive" for the Academic Board.

A single Deputy Chair from this group should then be appointed by the Board on the nomination of the Chair. It is anticipated that this model provides a mechanism for the election of skilled members of the Board to chair committees appropriate to their area of expertise and to provide a model of succession to the Chair of the Board.

It is recommended:

AB3.8 That the chairs of the Standing Committees of the Academic Board be elected by and from the members of the Academic Board for terms of office of two years.

AB3.9 That the Deputy Chair of the Academic Board be appointed by the Academic Board from the Chairs of the Standing Committees of the Academic Board, on the nomination of the Chair of the Academic Board.

AB3.10 That the chairs of the Standing Committees of the Academic Board be not full-time officers of the Academic Board.

The Deputy Chairs considered the following recommendation and comments submitted in relation to it and did not support the recommendation:

R3.5 The Chair of the Academic Board should attend but not be a member of the Senior Executive Group. In the absence of the Chair the most senior Deputy Chair should attend the meetings of the Executive.

It was felt that a broad link with the Senior Executive Group should be encouraged (recommendation AB3.7 refers) and appropriate to issues being considered.

It is recommended:

AB3.11 That the Chair of the Academic Board should be invited to attend meetings of the Senior Executive Group, where appropriate.

The following recommendations were felt to be too prescriptive and intrusive on the day to day workings of the Board and were not supported:

R3.6 The Chair of the Academic Board should meet with the Deputy Chairs at least weekly.

R3.7 The Chair and Deputy Chairs should meet with Chairs of Standing Committees at least fortnightly to co-ordinate the activities of the Committees and the Board.

It was agreed that regular meetings should be encouraged, however, the leadership style of the Chair of the Board should not be legislated and other mechanisms for consultation may be more appropriate from time to time.

4. Committees of the Academic Board

There had been much discussion about the Committees of the Board. The Report of the Review noted that the existing Committee structure worked well, but recommended the following:

R4.1 The Standing Committees of the Board should be:

- (a) Teaching and Learning Committee, with responsibilities for undergraduate and postgraduate coursework programs and the enhancement of teaching and learning. The committee would probably need three sub-committees.
- (b) Research and Research Training Committee, responsible for research and postgraduate research degrees. Again, this committee would probably need two sub-committees.
- (c) Quality Assurance Committee, responsible for policies for ensuring quality assurance in academic matters.
- (d) Admissions Committee, responsible for policies relating to the admission, selection and progression of students.

R4.2 The Academic Staffing Committee should cease as an Academic Board committee, but if considered desirable by the Pro Vice-Chancellor (Employee Relations), it should continue as an advisory committee to the Pro Vice-Chancellor (Employee Relations).

R4.3 The Library Committee should cease as an Academic Board committee, but if considered desirable by the University Librarian, it should continue as an advisory committee to the University Librarian.

Many submissions contained detailed feedback regarding the committee structure and the recommendations were not supported.

Having considered the submissions and the operations of the Committees, the Deputy Chairs and Chair of the Board **recommend**:

AB4.1 That the Standing Committees of the Board shall be:

- (1) *Teaching and Learning Committee*
- (2) *Research Committee*
- (3) *Undergraduate Studies Committee*
- (4) *Graduate Studies Committee*
- (5) *Academic Staffing Committee*

AB4.2 That the Library Committee shall be a sub-committee of the Teaching and Learning Committee.

AB4.3 That the Admissions Committee shall be a sub-committee of the Undergraduate Studies Committee.

AB4.4 That quality assurance matters shall be embedded in the terms of all the Committees.

The review suggested membership of the standing committees as follows:

R4.4 The membership of the Standing Committees should be:

- (a) a Chair appointed annually by the Academic Board on the recommendation of the Chair of the Board but with the expectation of continuity for at least two to three years;
- (b) appropriate members of the executive and professional staff.
- (c) appropriate student representation;
- (d) a majority of members elected by the Academic Board from the Academic Board;
- (e) members co-opted on the advice of the Chair of the committee in association with the Chair of the Board, to take account of gender, discipline and expertise.

The constitution of the Committees generated considerable discussion, particularly in regard to where membership of the Committees was derived. The Deputy Chairs and Chair of the Board felt that this issue, along with the terms of reference of the Committees should be considered further as an aspect of the implementation of the review.

It is therefore **recommended**:

AB4.5 That the Chair and Deputy Chairs, on behalf of the Academic Board, consider the constitution and terms of reference of the Standing Committees of the Board and proposed revised terms of reference for consideration at the February meeting of the Board.

5. Communication within the University

The Report of the Review of the Board noted work being undertaken in relation to communication from the Board in the following recommendation:

R5.1 The proposal of the Chair of the Academic Board to establish a working party to examine ways in which the activities of the Board can be actively and widely disseminated is strongly endorsed.

The Deputy Chairs and Chair noted that the working party had been established and would continue its work, particularly in light of outcomes of the review of the Board and that the establishment of the working party had been endorsed by the Board

It was considered that the following recommendation:

R5.2 The agenda and minutes of the Academic Board should be available electronically to all staff and should be distributed electronically to all professors of the University.

related to implementation of the revised Board and should be considered at that time, therefore was not recommended to the Board for adoption.

Communication from the Board needed to link with the structure of the Board, particularly the model of distributive participation. This model would draw upon interest and expertise of staff at various levels within faculties and schools.

The broadest level of representation will be at the Academic Board through an election process. Committees will be constituted on a representational basis and working parties will be formed and reformed as the need arises. People will be encouraged to self-elect or be selected on the basis of interest and expertise.

Other issues to consider for implementation included the timing of Board and Committee meetings to ensure that there was timely consideration of issues while allowing enough time for work to be undertaken.