Minutes of the 474th Meeting of the Macquarie University Council held at the Council Room, Building E11A, Macquarie University, North Ryde at 4.05pm on 23 February 2017.

Present: Chancellor, The Hon M Egan
Deputy Chancellor, Ms E Crouch
Vice-Chancellor, Professor B Dowton
Mr K Ash
Mr C Darvall
Professor C Dean
Ms L Denby
The Hon P Forsythe
Ms D Hadwen
Professor M Herberstein
Professor R Howitt
Professor D Kane
The Hon S Nori
Ms J Qian
Mr J Wigglesworth
Mr F Zipfinger

In attendance: Mr T Beresford, Chief Operating Officer and Deputy Vice-Chancellor
Professor S Brammer, Executive Dean
Ms Nicole Gower, Director Human Resources
Professor S Handley, Executive Dean
Ms Melanie Harris, Director and Chief of Staff, Office of the Vice-Chancellor
Professor K Jameson, Executive Dean
Mr P Luttrell, General Counsel
Professor P McNeil, Executive Dean
Professor B Messerle, Executive Dean
Mr R Payne, Chief Financial Officer
Professor M Möllering, Executive Dean
Professor S Pretorius, Deputy Vice-Chancellor (Research)

Mr M Broomfield (for item 4 only)

Apologies: Council
Mr B Crotty
Mr G Jones
Ms L Mason

Executives
Ms D Anderson Deputy Vice-Chancellor (Students and Registrar)
Professor D Wilkinson

Observers: Emeritus Professor J Reid
Ms R Hawkins

Secretariat: Ms E Lawler, Company Matters
1. **ACKNOWLEDGEMENT OF COUNTRY**

Professor Howitt provided an Acknowledgement of Country on behalf of Council.

2. **QUORUM AND APOLOGIES**

The Chancellor confirmed that a quorum was present. The Chancellor noted apologies from Council members Mr B Crotty, Mr G Jones and Ms L Mason, and Executives Professor D Wilkinson and Ms D Anderson.

The Chancellor welcomed Mr Robin Payne and Professor Stephen Brammer to their first Council meeting.

The Chancellor advised Emeritus Professor Jan Reid and Ms Rhonda Hawkins, who are conducting the review of Council, will be attending the Meeting as observers. Council noted the report of the review of Council will be considered at the April meeting.

**RESOLVED 17/01**

*Council resolved to excuse all Councillors absent from this meeting, in accordance with the provisions of clause 2(i) of Schedule 1 of the Macquarie University Act 1989.*

3. **DECLARATIONS OF INTEREST**

The Deputy Chancellor advised she has been appointed to the Board of Western Sydney Local Health District.

Mr Darvall advised he has been appointed to the “Investment Advisory Panel” on the Australian Quantum Computing Initiative, via the Office of the NSW Scientist and Engineer.

There were no other new declarations of interest.

4. **ITEMS FOR DISCUSSION**  
(Agenda item 1.3)

It was agreed that agenda item 5.1 would be noted.

**RESOLVED 17/02**

*The Council resolved to note item 5.1 in the agenda.*

5. **MATTERS RAISED BY COUNCIL MEMBERS**

*Mark Broomfield joined the Meeting.*

Professor Kane spoke to the paper submitted by her on Campus Tree Management.

Mr Broomfield advised:

- the approved campus concept includes commitments on remnant bushland and management of campus trees through a vegetation management plan and a landscape management plan;
- over the last 5 years there has been a net addition of 2,000 trees and 65,000 native shrubs;
the University has an active program of replenishment and enhancements of the
remnant bushland; and
the Ryde Council LEP requires consultation on removal of trees and replacement.

Council discussed the current management and the issue of equivalence in
replacement, including an understanding of the overall vision of the campus
including tree replacement. Mr Broomfield agreed documentation can be provided
on replacement of trees, including species. Matter Arising #1

Council discussed the Central Courtyard and noted the proposal, including an update
on tree management will be submitted to the April Council meeting.

Council also discussed management of stakeholders and noted Mr Broomfield’s
advice that a resource to develop and implement a stakeholder management strategy
is being appointed.

Mark Broomfield left the Meeting.

6. MINUTES OF THE MEETINGS OF 27 OCTOBER 2016 AND 8 DECEMBER
2016
(Agenda item 2.1)

Council noted the draft minutes of the Council meeting held on 27 October 2016 and
8 December 2016.

RESOLVED 17/03

Council resolved to approve the minutes of the meetings of Council held
on 27 October 2016 and 8 December 2016 as true and correct records of
the meetings held on those dates.

7. MATTERS ARISING
(Agenda Item 2.2)

The Vice-Chancellor updated the Council on Matter Arising #3 and research
undertaken on documents referring to Macquarie University as a Stanford-like
institution. The Vice-Chancellor advised that the origin of the comments were from
The Honourable Ernest Wetherell (former Minister for Education) and, although this
has not been seen in writing, it could be obtained through devoting significant
resources to reviewing Hansard if required.

Council noted the update and status of Matters Arising.

8. MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING OF 17
NOVEMBER 2016 AND ANNUAL REPORT FROM THE COMMITTEE
(Agenda item 2.3)

Mr Wigglesworth took the draft minutes of the Audit and Risk Committee meeting of
17 November 2016 as read and highlighted key items including:

- the main theme of the meeting was the consideration of key accounting issues
  relevant for the review of the annual accounts currently underway. Mr
  Wigglesworth advised there are no concerns to be raised with Council;
- there were no material issues raised by the NSW Audit Office or the Internal
  Auditor;
- the annual report from the Committee is submitted for Council’s information,
  including the benefit from the addition of Roger Millar to the Committee with his
IT expertise and with this area being a critical focus for the University and the Committee; and

- a joint meeting with the Finance & Facilities Committee has been arranged for 27 February 2017 to focus on risk management. Mr Wigglesworth advised it is intended this would become an annual event to enable the two Committees to work more closely together.

Council noted the draft minutes of 17 November 2016 Audit and Risk Committee meeting.

9. VERBAL REPORT OF THE STUDENT EXPERIENCE COMMITTEE MEETING HELD ON 29 NOVEMBER 2016
(Agenda item 2.4)

The Deputy Chancellor highlighted key aspects of the Student Experience Committee meeting of 29 November 2016, including:

- the term of the Independent Chair of the Student Representative Council (SRC) has been extended for a further 6 months to allow for a transition to the new Chair;
- the Committee received a report on the rapid improvement process of the Student Registration Process;
- the Committee received a presentation from Professor Sherman Young regarding connected curriculum and employability which would be a useful presentation for Council to receive in due course;
- high rating for Macquarie University on student engagement; and
- the SRC is transitioning to a new group of students.

Mr Ash advised on developments from the SRC, including that the pros and cons of the current student representation model were discussed at the November 2016 meeting and a paper is being developed to suggest some improvements, in particular the need for clearer hierarchy, including:

- a clearer relationship with Campus Life and clarity of resources for implementing initiatives of the SRC;
- election of a 3-4 person executive, elected by the SRC, to be able to monitor commitments made by Board members to carry out agreed actions; and
- an increased physical presence by the creation of a small office with designated contact time to enable students to access the SRC with issues/ideas.

Council noted the verbal report provided on the 29 November 2016 Student Experience Committee meeting and the update on the SRC.

10. MINUTES OF THE FINANCE AND FACILITIES COMMITTEE MEETINGS HELD ON 29 NOVEMBER 2016 AND 7 FEBRUARY 2017
(Agenda item 2.5)

The Deputy Chancellor highlighted key matters from the minutes of the Finance and Facilities Committee meetings of 29 November 2016 and 7 February 2017 (draft), including:

- Investment Policy Advisory Committee commencement;
- a new framework for reporting debt and investment facilities has been implemented successfully;
- the Campus Development Plan and 2017 budget were both presented to the Committee and have since been approved by Council;
The purchase of a second Da Vinci robot for the Hospital was approved, following presentation of a solid business case; a discussion on property yield was held following a change in valuer and change in valuations; planning to be undertaken in anticipation of the closure of the railway line.

The CFO provided Council with an update on the 2017 results, which are still subject to audit, and will be presented to the April 2017 Council meeting for approval.

Council noted the minutes of 29 November 2016 and 7 February 2017 (draft) Finance and Facilities Committee meetings.

11. MINUTES OF THE HEARING COMMITTEE MEETING HELD ON 7 DECEMBER 2016 (Agenda item 2.6)

12. MINUTES OF THE HONORARY AWARDS COMMITTEE MEETING HELD ON 27 OCTOBER AND HONORARY AWARDS (Agenda item 2.7)

13. REPORT FROM THE NOMINATIONS AND REMUNERATION COMMITTEE MEETING HELD ON 7 FEBRUARY 2017 (Agenda item 2.8)
14. **VICE-CHANCELLOR’S REPORT**  
*(Agenda item 3.1)*

The Vice-Chancellor spoke to the report and highlighted key matters, including:

- Federal Government update and acceptance of the recommendations of the “Shergold Report”;
- Changes to NSW Government Ministry;
- Appointment of Director and Deputy Director of Macquarie University International College;
- Research block grant funding success, challenges from the change in the funding formula and work underway and planned to improve performance, particularly through industry collaboration;
- 2017 cotutelle workshop success;
- Student load summary for 2016 and 2017 forecast (with an update to April and June 2017 Council meetings following census date);
- Student recruitment activity and work of the Future Students team;
- ATAR media coverage and enrolments;
- Pop-up incubator space is working well and any Council members interested are welcome to attend a tour planned for later in the year;
- MGSM retaining best business school in Australia ranking;
- Re-occupation of 12 Wally’s Walk planned by the end of February; and
- Notable events, including anniversary of the first class at Macquarie University.

*Patrick McNeil joined the Meeting.*

Council discussed the report, including:

- International students – opportunities to attract students who would previously have studied in the US and opportunities in China as more direct routes to Australia open. The Vice-Chancellor agreed to provide a map at a future meeting on origin of students from China. Council also discussed the changing strategies with China as China provides their own educational institutions and the opportunities for partnering increase; **Matter Arising #4**
- Regional focus of the University, including regional press coverage and programs in regional areas. It was agreed to provide Council with information on regional activities; and **Matter Arising #5**
- Length of time to complete degrees and ensuring the changing profile of students’ study patterns is reflected in statistics.

Council discussed and noted the report.

15. **ACADEMIC SENATE REPORT AND ACADEMIC SENATE ACTIVITY REPORT**  
*(Agenda item 3.2)*

The Chair of Academic Senate spoke to the report and highlighted the key focus areas for 2017, including development of a shared governance model with the Faculty Boards which will be brought back to Council later in the year. The Chair of Academic Senate noted this development would allow Senate to take a broader view and oversight of academic matters.

Council discussed and noted the report.
16. **HEALTH AND SAFETY REPORT**  
(Agenda item 3.3)

Mr Beresford spoke to the report and highlighted key matters, including:

- The continued journey to promote a culture of health and safety, including a new hierarchy of committees;
- The development of more leading measures (for example hazards and near miss events) as well as statistics on injuries and illnesses; and
- Lower cost of workers compensation claims due to early management and proactive engagement.

Council discussed and noted the report.

17. **APPOINTMENT OF NEW DIRECTOR**  
(Agenda Item 4.1)

Council noted this was an item for the members of Macquarie University Clinical Associates Limited (MUCA) only.

The Vice-Chancellor spoke to the proposed appointment of John Gorman to the Board of MUCA as an external director, following his retirement.

**RESOLVED 17/06**

_The Members of Macquarie University Clinical Associates Limited resolved, to approve the appointment of John Gorman as a director of the Macquarie University Clinical Associates Limited Board in accordance with clause 5.4.1 of the Constitution for a term of 2 years commencing 1 March 2017._

18. **ANNUAL COUNCIL PROGRAM**  
(Agenda Item 4.2)

Council discussed the proposed Annual Council Program for 2017 and agreed to:

- Reserve a date for discussion of the Council Review (Reid Review); and
- Include a presentation on the MQ Health strategy at a meeting during the year.

**RESOLVED 17/07**

_Council RESOLVED to approve the Annual Council Program for 2017 subject to changes agreed in the Meeting being made._

_Kieren Ash and Martina Möllering left the Meeting._

19. **PRESENTATION ON ‘YOUR SAY’ STAFF SURVEY**  
(Agenda item 4.3)

Ms Gower presented to Council on the “Your Say” Staff Survey including:

- Survey partner;
- Response rates
- Performance Overview;
- Results;
- Open ended questions; and
• Actions arising from the survey.

Council noted it is intended to conduct the staff survey on a 2 year cycle.

Council discussed and noted the presentation.

20. POWER OF ATTORNEY REGISTER
(Agenda item 5.1)

Council noted the documents signed under Power of Attorney.

21. OTHER BUSINESS
(Agenda item 6)

Council noted the next meeting is to be held on 6 April 2017 at 4:00pm, with a seminar to precede the meeting at 3.00pm.

CLOSURE

There being no further business, the meeting concluded at 6.40pm.

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Chancellor