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EXECUTIVE SUMMARY

The Faculty of Business and Economics (FBE) has developed well over the past 5-7 years. In contrast with the findings of the 2005 Review, FBE is now well managed, its teaching is solid, research outputs are reasonable and it is linked into the business community. Given this consolidation, it is the view of the Review Panel that the Faculty has now achieved a base from which it can legitimately seek to further improve outcomes in all of these areas and thus move higher in business school rankings. The view of the Panel is that FBE is now ready and prepared to take up this challenge. It must do so in cooperation with the University which will be required to invest additional resources if the challenge is to be met. In turn, FBE must be prepared to accept appropriately ambitious targets set for it by the University.

The recommendations of this report are geared towards assisting the improvement of the quality of the Faculty. They are encapsulated under four key aspects. The first is structure: FBE should be restructured to make it more efficient and to remove internal barriers to research and collaboration, the Research Centres should be faculty-based and the structural relationships with the Macquarie Graduate School of Management (MGSM) and Applied Finance Centre (AFC) need to be resolved. Second, the staffing profile needs to be varied to recruit senior research leaders and to plan for the replacement of staff exiting for age-related reasons. Third, threats to a secure financial base, such as over-reliance on international students from China and a confused postgraduate domestic fee-paying market need to be addressed. Finally, the Faculty must engage further with the business community and particularly with alumni.
1 INTRODUCTION

1.1 BACKGROUND

Reviews, reporting, reflection and benchmarking of outputs and outcomes, based on accurate and relevant data and stakeholder feedback are an element of Macquarie University’s Quality Enhancement Model. The 2013 Review of the Faculty of Business and Economics (FBE) reports to the Provost and forms part of this quality enhancement framework. The Review is intended to enable an assessment of the Faculty’s performance within the context of the University’s strategic directions and objectives. The review may also be drawn upon for the purposes of input to the Our University: A Framing of Futures, a major University-wide planning initiative taking place in 2013.

A review of the academic structure of Macquarie University resulted in the establishment of FBE in 2009 along with the Faculties of Science, Humans Science and Arts. This FBE Review is the first external review of one of these Faculties; sufficient time has now passed allowing for the new structure to be settled and for a formal review to occur. The establishment of FBE drew together Departments from the previous Division of Economic and Financial Studies, with a further restructure of the Departments in the Faculty taking effect in 2011. The result of the restructure was that FBE became based upon the current four disciplinary Departments of Accounting and Corporate Governance, Applied Finance and Actuarial Studies, Economics, and Marketing and Management.

The issues facing the Faculty are like those facing many other business schools in Australia: it has a large number of students, and significant proportion of those students are from overseas; its workforce is ageing; it has the highest student-staff ratio (SSR) in the University and it is also comparatively high on a national level; revenue generated by the Faculty cross-subsidises other areas of the University; and the Faculty has a low research base relative to the other Faculties at Macquarie. Nonetheless the Faculty showed the largest increase (23 per cent) on its 2011 to 2012 Higher Education Research Data Collection (HERDC) research publication profile. The Faculty is operating in an increasingly competitive and international market. The ongoing success of FBE and Macquarie University will require coping with these and other issues identified in the review.

1.2 MEMBERSHIP OF REVIEW PANEL

- Professor Gerry Griffin, Pro Vice Chancellor (Business), University of South Australia Business School (Chair)
- Ms Maree Conway, Owner and Director, Thinking Futures
- Mr James Dakin, First Vice President - Wealth Management, Morgan Stanley, Australia
- Professor Janet Greeley, Executive Dean, Faculty of Human Sciences, Macquarie University
- Professor Robyn Moroney, Professor in Auditing, Discipline Head of Financial Accounting and Auditing, Monash University
1.3 SUMMARY OF AFFIRMATIONS (A), COMMENDATIONS (C) AND RECOMMENDATIONS (R)

1. Governance, Leadership and Management
C1. The Executive Dean is commended for effective management of the Faculty given the history of the Faculty.
R1. Review the responsibilities of the Faculty Board relating to the nature and scope of issues it reviews and reports on prior to referral to the Academic Senate.
R2. Review claims from staff regarding high levels of bureaucracy and lack of appropriate delegating of signoff responsibilities.

2. Structure
R3. Examine the feasibility of restructuring the Faculty to be a single business school without distinct departments.
R4. Increase the collaboration between FBE, the Macquarie Graduate School of Management (MGSM) and Applied Finance Centre (AFC) in order to better exploit potential synergies, create a stronger brand for the University and drive reputation in the area of business. As a first step, enhance teaching collaboration geared to increasing the number of postgraduate business students at Macquarie University.

3. Finance and Facilities
R5. Increase investment in the Faculty’s research pursuits by appointing more senior research staff to develop the Faculty’s research culture and provide mentorship to junior staff.

4. Academic Programs
A1. The introduction of three named programs, which are intended to have higher admissions scores, is affirmed as an initiative to improve the Faculty’s reputation.
C2. The Faculty is commended for improvements it has made in relation to the curriculum design and management processes.
R6. Examine potential areas of synergy between FBE, MGSM and AFC in order enhance the program offerings of the Faculty at the postgraduate level.

5. Research
C3. The Faculty is commended for the improved quality of its research output since 2008.
R7. Set an ambitious research vision in key areas where the Faculty can develop an exceptional reputation.
R8. Increase the funding allocated to supporting the research agenda of the Faculty.
R9. Reposition the three Research Centres as Faculty-based, rather than Departmentally-based.
R10. Reposition, possibly by combining, the roles of the Associate Dean Higher Degree Research (HDR) and of the Associate Dean Research in order to better align areas of research focus.

6. Research Training
C4. The Faculty is commended for its improvements in research training outputs.
R11. Increase the supervisory capacity of the Faculty in order to accommodate continued growth in the HDR program.

7. a.) Staff Profile
R12. Commence a recruitment strategy to prepare for the ageing staff profile of the Faculty which will impact in the coming years.
R13. Improve the quality control of teaching standards among casual and sessional staff.
7. b.) Student Profile  
R14. Reduce the risk associated with the Faculty’s high reliance on Chinese international students by diversifying the sources of recruitment of international students across the university.

8. Community Engagement and Accreditations  
A2. The current review and development of the University’s alumni relations strategy is strongly affirmed.  
R15. Develop a FBE-specific alumni engagement strategy.

9. International  
C5. The Faculty is commended for its strong international student profile.  
R16. Pursue international research linkages with Chinese universities in Project 985 excluding the C9 League.  
R17. Re-establish the role of Associate Dean, International.

10. Future Directions  
The above recommendations address future directions proposed for the Faculty.
2 REPORT

1. Governance, Leadership and Management

FBE has experienced significant governance and management challenges over the past six years; these challenges are related to a variety of factors but particularly significant growth in student numbers in the period 2007-2011 and structural change both within the Faculty and the University. Its starting base also was not good: as detailed in the 2005 review of the former Division of Economics and Financial Studies, staff morale at the time was poor, with issues raised over decision-making and appeals processes, outside employment, OSP, conference leave and allowance, and salary and teaching loads; all of these factors had significant governance implications for the Faculty. And while the 2005 review concluded that the Division was addressing these difficult issues and was heading in a positive direction, major problems clearly existed. In contrast to these findings the present review is unanimously of the opinion that the governance and management of FBE is now, in general, working well. Indeed, all of the staff interviewed shared similar opinions. Clearly, current Faculty leadership, particularly that of the Executive Dean, is now working well. This is not to argue that aspects of governance cannot be improved – and we note two possible improvements immediately below – but rather to note the current widespread acceptance by all stakeholders that FBE is now working well as an entity.

C1. The Executive Dean is commended for effective management of the Faculty given the history of the Faculty.

Two inter-related suggestions emerged that have widespread support and which would enhance the governance of FBE. The first relates to the role of the Faculty Board. This role, particularly its scope, responsibilities and authority, appears to not be well understood. Second, several FBE staff interviewed during the panel’s review visit lamented the amount of bureaucracy affecting Faculty operations and the lack of signoff delegations within the current system. Examples offered ranged from the Director of a Research Centre having to argue a case to central human resources as to why a short-term academic visitor should be able to visit his Centre through delays on signing off on research partnership contracts to all Unit Outlines needing to be approved by the relevant Head of Department. The Review Panel understands and accepts the often conflicting imperatives of Department, Faculty and University requirements, not to mention external regulations and the impact of historical processes that may no longer be relevant or needed in the form they are currently being implemented. Nevertheless, the Panel recommends that administrative management and processes should be reviewed to ensure they are designed around the needs of academic work in so far as possible. The aim should be to reduce bureaucracy and simplify processes, in collaboration with academic staff. This review needs to take place in a systemic way to increase the depth of understanding about how workflow can be managed. Our preference would be for a risk management approach accompanied by an appropriate, attendant audit function to ensure compliance.

R1. Review the responsibilities of the Faculty Board relating to the nature and scope of issues it reviews and reports on prior to referral to the Academic Senate.

R2. Review claims from staff regarding high levels of bureaucracy and lack of appropriate delegation of signoff responsibilities.

2. Structure

Structure is, of course, closely related to governance and management. Equally obvious is the need for structure to be driven by strategy. The current departmental structure within FBE was an attempt
to more clearly portray the Faculty’s disciplinary expertise and provide a foundation for academic and administrative efficiencies. The extent to which this has been achieved is questionable. For example, no two Departments have the same structure, administration seems complex and Departmental relationships with Research Centres are variable. If the Faculty intends to be interdisciplinary in its teaching and research, and to use this quality as a point of differentiation, then some structural changes will be necessary. The panel suggests that one serious option that should be closely examined by the University is the possible elimination of departments within the Faculty. It is the opinion of the Review Panel that such a move may create a more focused and coherent model for operating and help to better deliver on the Faculty’s mission. Further, it would, in our view, contribute to the removal of some internal barriers to research collaboration and eliminate duplication of operations. It is acknowledged that there are significant historical issues relating to the Departments which will need to be considered in making any such decision. Further, a structural change of this sort would have implications for the governance committees of the Faculty; for example, positions of Deputy Deans may need to be established to minimise the number of direct reports to the Executive Dean in a single business school model. Nevertheless, the Panel notes that a number of business faculties in other Australian and overseas universities have judged that the benefits of a single encompassing business school outweigh possible disadvantages.

R3. Examine the feasibility of restructuring the Faculty to be a single business school without distinct departments.

Currently FBE, MGSM and AFC operate independently, and there is no crossover between the students, staff and programs of the three entities. In the view of the Panel there are huge potential synergies to be exploited between the entities. For example, with the AFC arguably Australia’s preeminent postgraduate educator in finance, it is both surprising and disappointing that its capabilities are not utilised in teaching finance units for FBE and MGSM students. The Panel noted the almost universal consolidation of hitherto independent management/business graduate schools within the faculties and divisions of their universities. With the recently announced linkage between the Melbourne Business School and the relevant faculty at Melbourne University, the MGSM is now the only University-based management school operating independently of the appropriate faculty within Australian universities. The review panel is of the opinion that some degree of increased collaboration between the three entities can help create a stronger brand for Macquarie University and improve the Institution’s capability, reputation and ranking in the business disciplines. It would certainly serve to better align, coordinate and focus existing resources to effectively confront the competitive global challenges of higher education.

R4. Increase the collaboration between FBE, MGSM and AFC in order to better exploit potential synergies, create a stronger brand for the University and drive reputation and ranking in the area of business. As a first step, enhance teaching collaboration geared to increasing the number of postgraduate business students at Macquarie University.

3. Finance and Facilities

FBE generates a very significant income from fee-paying students, particularly from Fee-Paying Overseas Students (FPOS). However, the proportion of this income that remains within/is returned to the Faculty is, in contrast to business faculties in other Australian universities, very much at the lowest end of the continuum. The distribution of this income is, of course, a matter for internal decision-making by Macquarie University. The Review Panel noted that the Faculty has ambitious plans to improve its research profile (see below) while maintaining its commendable quality teaching and learning endeavours. Assuming this strategy has the support of the University, the panel is of the view that the current amount of funding allocated to FBE is insufficient to sustain a high class,
research-oriented business faculty. Such a position requires significant additional investment. We immediately add that such investment would be part of an agreed, targeted research outcome. In particular, we note the need to appoint additional senior research staff to develop the Faculty’s research culture and provide mentorship to junior staff. Currently, the majority of FPOS income generated by the University is within the field of business. In our view, it is important that FBE maintains its reputation and hedges against the risk of declining FPOS income by building its research capability. In many ways, within Asia and from a prospective student perspective, Macquarie is regarded as a good University at which to study business. Growth in FBE research endeavours will have implications for the required facilities to sustain this FPOS income partially through research outcomes.

R5. Increase investment in the Faculty’s research pursuits by appointing more senior research staff to develop the Faculty’s research culture and provide mentorship to junior staff.

4. Academic Programs

The current mix of programs has proved attractive to the market, particularly the overseas student market. In particular, the decision some time ago to refocus FBE offerings on a few key degrees has been very successful. Accordingly, the Review Panel would warn against any unnecessary proliferation of program offerings in the Faculty. It does, however, acknowledge that specialist-titled programs can prove attractive to students and warrant higher admission scores which can help improve the Faculty’s reputation. The response of the market to the three new offerings—Bachelor of Business Analytics, Bachelor of Business Leadership and Commerce, and Bachelor of Global Business—will need to be monitored carefully to ensure their viability and that they achieve their high-ranking student targets.

A1. The introduction of three named programs, which are intended to have higher admissions scores, is affirmed as an initiative to improve the Faculty’s reputation.

Teaching in FBE has improved quite significantly over time. The Panel is of the view that the comprehensive curriculum management process followed by FBE lies at the heart of this improvement. It was impressed with the triple review system:

- A five year cycle of external reviews of all academic programs which measures industry value, curriculum relevance and curriculum alignment to program goals.
- A yearly review of all Faculty curriculum which measures financial viability at a unit level.
- Semester reviews of retention rates and success rates at a unit level.

The Panel is confident that improvements in these areas will continue but will be enhanced by further restructuring of the Faculty and additional senior appointments.

C2. The Faculty is commended for improvements it has made in relation to the curriculum design and management processes.

Finally, with regard to teaching, and based on earlier comments about possible cooperation, the Panel suggests that scope for cooperation and collaboration between FBE, MGSM and AFR could be usefully explored in the short term for postgraduate level teaching.

R6. Examine potential areas of synergy between FBE, MGSM and AFC in order to enhance the program offerings of the University at the postgraduate level.
5. Research

The Review Panel was presented with data that showed an excellent increase in research outputs over the past few years. For example, in the period 2008 to 2013 the Faculty has increased its output of refereed journal articles by 25%, increased scholarly book chapters by 31% and decreased the number of conference papers by 68%. In that same period the percentage of HERDC A-ranked journal publications increased from 23% to 30% of total Faculty journal publications, while the percentage of C-ranked journal publications decreased from 31% to 21% of total Faculty journal publications. There was also a significant increase in the Faculty’s research income, increasing from $414,148 in 2008 to $1,543,005 in 2012. The Panel commends these significant improvements and note that they represent a commendable advance in the Faculty’s research endeavours.

C3. The Faculty is commended for the improved quality of its research output since 2008.

Nevertheless, it must be recognised that these research improvements have been made from a low base. Thus, ERA 2 ranked FBE’s research output as a mix of Level 2 and Level 3 at the four-digit level and an overall score of 3 at the two-digit level. Accordingly, given the focus on research in “Macquarie@50”, and the likely continuance of a similar research focus on Macquarie’s new strategy, the Faculty will have to improve its performance in research. The Panel, linking to the issue of FPOS income above, is of the view that FBE should, after consultation and discussions on research outputs with the University, commit itself to achieving a higher research outcome; in simple terms, this might be expressed as a level 4 outcome in ERA 3/ERA 4. It is the considered view of the Panel that the Faculty is capable of such a ranking but that for its research trajectory to continue upwards it will require additional senior research leadership appointments.

R7. Set an ambitious research vision in key areas where the Faculty can develop an exceptional reputation.

Specifically, the review panel recommends appointment of approximately ten active researchers at Academic Levels D and E. These senior appointments will enhance the profile of the Faculty staff and bring it more in line with its competitors. The areas of these appointments will, of course, need to be discussed and agreed with the University but should be targeted to specific areas of excellence that build on current strengths and promote future differentiation for the Faculty.

R8. Increase the funding allocated to supporting the research agenda of the Faculty.

The Review Panel extensively discussed the role of Research Centres within the Faculty. It was clear that there was no unambiguous role for or expectations of these Centres. Clearly, the allocation of Centres to Departments had resulted in varying purposes and outcomes for Centres. One Centre has de facto become simply the research arm of the Department. Another has expended a lot of energy in a futile attempt to involve all disciplines from its host Department within its ambit. These are not the roles of research centres. It is the strong view of the Review panel that, should Departments continue to be a key part of FBE structure, the three Research Centres should be Faculty-based and not Department-based. These Centres should set themselves the target of becoming areas of excellence within Macquarie University. At a minimum, a sharper focus for each Centre is necessary as well as agreed outputs.

R9. Reposition the three Research Centres as Faculty-based, rather than Departmentally-based.
Finally, the Review Panel was surprised to see the appointment of two Associate Deans in the research area: an Associate Dean Research and an Associate Dean HDR. We would suggest that these two positions could be consolidated either into one role or preferably with one reporting to the other.

R10. Reposition, possibly by combining, the roles of Associate Dean Higher Degree Research (HDR) and of the Associate Dean Research in order to better align areas of research focus.

6. Research Training

The Faculty has made significant strides in both enrolment and completion of HDR students. Specifically, HDR enrolments increased from 82 in 2008 to 135 in 2012 while the number of HDR completions increased from 6 to 20 over the same period of time; the number of HDR completions in 2013 is likely to equal that of 2012.

C4. The Faculty is commended for its improvements in research training outputs.

At the same time, it should be noted that these increases occurred off a very low base. Accordingly, to increase further these HDR data, and to bring FBE into line with competitor institutions, it will be vital to increase the supervisory capacity of Faculty staff. In particular, the appointment of the ten additional senior staff discussed above would provide a major boost to HDR recruitment and completion. Further, one of the Key Performance Indicators for the three Faculty-based Research Centres should focus on enhanced HDR outcomes.

R11. Increase the supervisory capacity of the Faculty in order to accommodate continued growth in the HDR program.

7. a.) Staff Profile

The current age profile of FBE academic staff is skewed towards older members. Specifically, close to 20 per cent of the Faculty's current academic staff is over the age of 61. Accordingly, it is not unreasonable to extrapolate from this data that FBE will likely face a large number of retirements over the next 5 years. Equally, given the discipline focus of FBE staff, it is highly likely that many of these retirements will occur in disciplines, such as actuarial studies, accounting and finance, which are in high demand across the tertiary sector. It is the view of the Review Panel that the Faculty must put in place a workforce strategy generally, but particularly a recruitment strategy, to prepare for these changes. The exact nature of such a strategy is, of course, for the Faculty and the University to decide; however, attraction and retention strategies, including the research environment, work flexibility and salary packaging, should clearly be part of this strategy. This is particularly important given the strong competition for academic staff within the city of Sydney.

R12. Develop a workforce planning strategy that takes into account the age profile of the current academic staff and also the need to recruit additional research leaders in the Faculty.

It is not unusual for business faculties to employ significant numbers of casual/ sessional/ part-time staff. Generally, however, most such staff are primarily employed to deliver tutorials and only limited numbers of lectures. It would appear that FBE is heavily reliant on casual staff for both lecturing and tutoring in many units. This reliance has implications for the consistency of teaching quality and teaching outcomes which can, of course, have negative brand implications. Thus, while full-time academic staff are generally performing well in relation to teaching, FBE needs to improve the quality control of teaching standards among non-full-time staff.

R13. Improve the quality control of teaching standards among casual and sessional staff.
7. b.) Student Profile

In general, the profile of domestic students within FBE is solid. Two issues have already been noted above: at the undergraduate level, the market response to the proposed three new degrees should be carefully monitored; at the postgraduate level, collaboration between FBE, MGSM and AFC should be explored. Turning to international students – a significant group in FBE – the Review Panel was struck, first, by the degree of primacy of FBE among all Macquarie University faculties, and, second, the reliance of the Faculty on the Chinese market: some 65 per cent of all FBE international students are sourced from China. Clearly, both the University and the Faculty are exposed to significant risk from FBE's reliance on Chinese international students. Focusing on FBE, the Panel recommends that the Faculty attempt to reduce this risk by diversifying the sources of recruitment of international students. And while it is outside the remit of the Review Panel, it appears that other faculties could be expected – as happens at other leading Australian universities – to increase their intake of international students.

R14. Reduce the risk associated with the Faculty’s high reliance on Chinese international students by diversifying the sources of recruitment of international students across the University.

8. Community Engagement and Accreditations

Australian universities generally are now focusing much more attention than hitherto on their relations with the external community and with their alumni. Turning first to community engagement, the Review Panel was of the view that, in general, FBE was connected reasonably well with industry. It certainly has an impressive Advisory Board and we heard of significant industry links in our interviews with Research Centre Directors and with staff. At the same time, there is no doubt that the Macquarie brand is more diffused among the business community than it could be because of the different business groupings within the broader University noted above.

Turning to alumni matters, the Panel was pleased to hear that Macquarie was exploring its alumni relations strategy. It seems to the Panel that FBE has the potential to greatly assist with the University strategy: a case can be made that business alumni often have greater self-interest than graduates of other disciplines in participating in alumni activities because of the key role that networking plays in business activities. Our current assessment is that FBE alumni links are not very strong and clearly have the potential to improve. We would encourage the Faculty to better engage with Alumni. And while the nature and contents of an alumni strategy is for FBE to decide, aspects such as mentorship of students, networking events, sponsorship and guest speakers are usually at its core. Some of the more successful business schools also have Alumni councils or boards, opportunities for alumni to be involved in appropriate internal faculty initiatives and targeted executive education programs and briefings.

A2. The current review and development of the University’s alumni relations strategy is strongly affirmed.

R15. Develop a FBE-specific alumni engagement strategy.

9. International

The Faculty has been extremely successful in attracting a very large number of fee-paying international students: a total of 8,157 international students were enrolled in Faculty programs in 2012. It would appear that, at this time, the Faculty has the second highest number of undergraduate international students among the major business faculties/schools in the country. Accordingly, the Faculty makes a significant contribution to the total income of the University. During the Review Panel
visit, several FBE staff expressed the view that the University cross-subsidises a number of its operations from FBE international student revenues and that little was done on behalf of the rest of the institution to acknowledge this contribution made by the Faculty. This is an unfortunate perception and one which could be greatly alleviated by University agreement to fund additional research-oriented senior staff as discussed above.

C5. The Faculty is commended for its strong international student profile.

The research orientation and international linkages of most of the Faculty staff could best be described as mainly non-Asian focused; this remains a common state within Australian business schools. FBE has, to its credit, made a number of agreements and signed a number of MOUs with a range of Chinese universities. None, however, seem to have blossomed into a full research partnership. Given the key role of Chinese students among its FPOS body, the Panel suggests that FBE should seek to pursue a strong and rounded relationship with one or two of the top-ranked project 985 universities. This could include not only staff linkages but also funded PhD scholarships.

R16. Pursue international research linkages with Chinese universities in Project 985 excluding the C9 League.

Building further on the significance of international students and research activities to the future of the Faculty, the Review Panel recommends that an Associate Dean: International position be re-established (such a position existed up till 2011) to direct FBE’s pursuits in the international arena.

R17. Re-establish the role of Associate Dean, International.

10. Future Directions

The Faculty of Business and Economics has developed well over the past 5-7 years. Accordingly, the recommendations from this Review are offered to ensure the Faculty is able to consolidate and continue to build its reputation and its contribution to the success of Macquarie University now and into the future.

There are four major actions and aspects identified by the Review: structure (a single Faculty structure); workforce (planning to deal with an ageing workforce and the need to recruit more research leaders); financial (moving away from reliance on China and improved clarity for the domestic postgraduate markets); and engagement (building stronger relationships with business and alumni).

In a crowded business school market in Australia and globally, differentiation will be a critical success factor for the Faculty’s continued growth and success. The future directions already set by the Faculty are commendable and provide the base from which it can achieve improved outcomes and higher rankings. Continuing to monitor the forces of change shaping business schools and developing responses to maintain that differentiation in a shifting market will be an ongoing challenge. The view of the Review Panel is that FBE is now ready and prepared to take up this challenge.
3 Appendices

3.1 Review Terms of Reference

1. Governance, Leadership and Management
Review the effectiveness of planning, leadership and management structure, processes and resources in supporting University strategic priorities.

2. Structure
Review the organisational structure of the Faculty and consider its appropriateness to the future development of the Faculty and the wider University. Include in the Review the presence of structures and mechanisms that contribute to inter-disciplinary collaboration and collaboration between faculties.

3. Finance and Facilities
Review the appropriateness of the current Faculty Funding Model and the funding distribution to Departments within the Faculty. Review the adequacy of facilities for current needs and future growth in achieving Faculty and University strategy in teaching, research and HDR.

4. Academic Programs
Review the appropriateness of the degrees, programs, and numbers of units offered by the Faculty with reference to University priorities, employer and professional community demands.

5. Research
Review current research outputs, activity, and capability relative to University objectives including opportunities for developing research and knowledge leadership.

6. Research Training
Review the HDR program, including admission standards, methodology and skills training, completion times and drop-out rates, supervision and reporting standards.

7. Staff and Student Profile
a.) Review the alignment of academic and professional staff profile relative to current and future objectives and plans and the recruitment and induction of new staff into the research and teaching culture of the Faculty.

b.) Review the alignment of student profile relative to current and future objectives and plans.

8. Community Engagement and Accreditations
Review the scale, scope, and quality of community/industry engagement, including external/professional contribution to and referencing of, curriculum and research development.

9. International
Review the Faculties strategic direction in international engagement and its alignment with University strategic priorities.

10. Future Directions
Recommend future development opportunities for the faculty in terms of its resources, research, teaching and community/industry engagement activity.
### Schedule for Review (15-17 July 2013)

#### Monday 15 July

<table>
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<tr>
<th>Time</th>
<th>Item</th>
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<tbody>
<tr>
<td>8:30</td>
<td>Breakfast meeting – Lachlan’s Restaurant</td>
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<tr>
<td>9:30</td>
<td>Panel to discuss initial reflections and identify areas of focus during review visit (E4A 723)</td>
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<tr>
<td>10:30</td>
<td>Meeting with Executive Dean of Faculty (E4A 723)</td>
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<tr>
<td>11:15</td>
<td>Morning Tea</td>
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<tr>
<td>11:30</td>
<td>Meeting with Associate Dean, Curriculum and Quality Assurance (E4A 723)</td>
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<tr>
<td>12:30</td>
<td>Lunch with FBE Executive</td>
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<td>13:45</td>
<td>Campus tour</td>
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<td>14:15</td>
<td>Meeting with Associate Dean, HDR (E4A 723)</td>
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<tr>
<td>15:00</td>
<td>Meeting with Chief Operating Officer (E4A 723)</td>
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<td>15:45</td>
<td>Afternoon tea</td>
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<tr>
<td>16:00</td>
<td>Meeting with Chief Financial Officer (E4A 723)</td>
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<td>16:30</td>
<td>Meeting with Associate Dean, Research (E4A 723)</td>
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<tr>
<td>17:15</td>
<td>Panel reflections on the day</td>
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#### Tuesday 16 July

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<th>Time</th>
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<tr>
<td>9:00</td>
<td>Meeting with DVC, Students and Registrar (E4A 723)</td>
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<tr>
<td>9:30</td>
<td>Preparation for Staff Forums and consideration of the review submissions (E4A 723)</td>
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<tr>
<td>10:15</td>
<td>Morning Tea</td>
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<tr>
<td>10:30</td>
<td>Staff Forum – Building E4A</td>
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<tr>
<td></td>
<td>Three concurrent discussions with staff attending voluntarily to speak about issues relevant to the FBE review. Discussions facilitated by review panel members.</td>
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<tr>
<td>12:00</td>
<td>Working lunch and meeting with Faculty General Manager</td>
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<tr>
<td>13:00</td>
<td>Student Forum – Building E4A</td>
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<td>Two concurrent discussions with students recruited to participate in FBE review and given incentives for attendance. Discussions facilitated by review panel members.</td>
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<tr>
<td>14:15</td>
<td>Panel Short Break</td>
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<tr>
<td>14:30</td>
<td>Meeting with DVC Research, Sakkie Pretorius (E4A 723)</td>
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<tr>
<td>15:00</td>
<td>Meeting with Associate Dean, Curriculum and Quality Assurance and Faculty Academic Director for Participation and Community Engagement (E4A 723)</td>
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<tr>
<td>15:30</td>
<td>Panel Short Break</td>
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<tr>
<td>15:45</td>
<td>Heads of Departments and Applied Finance Centre Director (E4A 723)</td>
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<tr>
<td>17:00</td>
<td>Panel reflections on the day</td>
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<tr>
<td>17:15</td>
<td>Finish</td>
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<tr>
<td>18:30</td>
<td>Dinner with Executive Dean, Associate Dean CQA and Industry Advisory Board</td>
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</tbody>
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#### Wednesday 17 July

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
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<tbody>
<tr>
<td>8:30</td>
<td>Breakfast with Executive Dean – Lachlan’s Restaurant</td>
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<tr>
<td>9:30</td>
<td>Preliminary discussion of draft recommendations</td>
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<tr>
<td>10:30</td>
<td>Morning tea</td>
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<tr>
<td>10:45</td>
<td>CONTINUED preliminary discussion of draft recommendations</td>
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<td></td>
<td>Briefing on FBE loadings model</td>
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<td></td>
<td>Consideration of Research Centre report</td>
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<tr>
<td>12:00</td>
<td>Working lunch and preparation of draft recommendations</td>
</tr>
<tr>
<td>13:15</td>
<td>Preliminary verbal recommendations provided to Provost and Executive Dean (E11A)</td>
</tr>
<tr>
<td>14:15</td>
<td>Farewells (E4A 723)</td>
</tr>
<tr>
<td>14:30</td>
<td>Finish</td>
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</tbody>
</table>
3.3 ORGANISATION CHART FOR FBE

Vice-Chancellor
Professor Buse Cович

Director Human Resources

Deputy Vice-Chancellor (International)

Deputy Vice-Chancellor (Residential)
Professor Jovita Banks

Deputy Vice-Chancellor (Research)

Chief Operating Officer

Deputy Vice-Chancellor (Students and Registrar)

Deputy Vice-Chancellor (Corporate Engagement and Advancement)

Business Development Manager

Faculty of Business and Economics
Executive Dean
Professor Mark Gubbiott

Executive Assistant

Department of Marketing and Management

Department of Accounting and Corporate Governance

Department of Applied Finance and Actuarial Studies

Department of Economics

Faculty General Manager

Associate Dean (Learning and Teaching)

Associate Dean (Curriculum Quality and Assurance)

Associate Dean (Higher Degree Research)

Associate Dean (Research)

Assistant Director

Director Centre for Workforce Futures

Director International Governance and Performance

Director Centre for Financial Risk

Director Applied Finance Centre

Marketing Manager

IT Manager

Director of Learning and Teaching

Director of Students

Faculties Academic Director

Ag. Faculties Academic Programs Officer

Student Administration Manager-PSU

FACET Academic Director

Quality Manager

Higher Degree Research Manager

Research Manager