

The University of Western Australia

MEMBERS OF THE UWA BUSINESS SCHOOL

The next meeting of the full Faculty of the UWA Business School will be held on **Wednesday 12 March 2008 at 2.15pm in the Economics & Commerce Conference Room.**

Part 1 of the agenda has items for communication to be dealt with en bloc. Part 2 of the agenda is for decision to be dealt with en bloc. Part 3 is for discussion and decision.

A member may request the removal of an item from Parts 1 or 2 to Part 3.

This is a full Faculty meeting and therefore the Dean requests that members make every effort to attend.

Lisa Gorey
Faculty Administrative Officer

AGENDA

CONGRATULATIONS

On behalf of the Faculty, the Dean congratulates the following staff members on their recent promotions:

To Professor:	Associate Professor Tim Mazzarol
To Associate Professor:	Dr Julie Lee
To Senior Lecturer:	Dr Joey Yang

1. APOLOGIES
2. MINUTES: REF. – F11827

Confirmation of the minutes of the Faculty meeting of 12 December, 2007.

3. DECLARATIONS OF POTENTIAL OR PERCEIVED CONFLICTS OF INTEREST
4. ITEMS/BUSINESS IN PROGRESS FOR NOTING SINCE PREVIOUS MEETING

PART 1 – ITEMS FOR COMMUNICATION

5. ALINTA HONOURS SCHOLARSHIP RECIPIENT FOR 2008 – REF. F16562

The Alinta Honours Scholarship (to be renamed the WestNet Infrastructure Group Honours Scholarship) for 2008 was awarded to Miss Michelle Siekierka.

The recipient of the 2007 scholarship has decided not to pursue an Honours degree this year and the scholarship has subsequently been awarded to a 2008 candidate, Mr Scott Molloy.

6. GRADUATION CEREMONIES – REF. F4924, F15032

Members are advised that three graduation ceremonies are scheduled for the Business School's graduates in Winthrop Hall at commencing at 7:30pm (guests to be seated by 7:10pm), as follows:

Wednesday 2 April	BCom A-L only
Thursday 3 April	BCom M-Z and BCom Honours
Monday 7 April	BEC and all postgraduate courses

Members are encouraged to attend the ceremonies listed above to congratulate our graduates and strengthen the links with our alumni.

7. FACULTY TEACHING AND LEARNING AWARD CEREMONY – REF. 19753

All staff are encouraged to attend the Faculty Teaching and Learning 2007 Award Ceremony at the University Club on 14 March, 2008 commencing at 4:30pm. This is an excellent opportunity to celebrate the large number of staff who have received student nominations for the various categories of Excellence in Teaching Awards as well as those staff who will receive an award or commendation to be announced at this function.

8. PRIZE GIVING CEREMONY – REF F4924

Members are advised that the annual prize giving ceremony will be held on Thursday 8 May at 6:00pm in the University Club Banquet Hall.

Members are encouraged to attend the prize giving celebration with our best students, their parents and friends and our valued prize donors.

9. ALCOA VISITING PROFESSOR VERNON SMITH

The Business School and Alcoa will present a free public lecture by Nobel Laureate in Economics (2002) Professor Vernon Smith on Monday 17 March, 2008 at 6:00pm and a 'hands-on' workshop will be held on Tuesday 18 March, 2008. For more information contact Kylie Weston on 64885825 or kylie.weston@uwa.edu.au.

10. SCHOOL MEETING DATES

At the 14 December Faculty meeting, there was general agreement that the School hold inclusive whole-of-school meetings this year. A list of proposed school meeting dates are listed below and all staff members are welcome to attend. Faculty meeting dates will remain, but will be revised if necessary.

Proposed School meeting dates:	Wednesday 21 May	2:00pm – 3:00pm
	Tuesday 26 August	1:00pm – 2:00pm
	Monday 17 November	11:00am – 12:00pm

All meetings will be held in the Economics and Commerce Conference Room.

11. PARENTS WELCOME 2008 – REF. 22358

The University's annual Parents Welcome will be held on Saturday 5 April from 2pm to 5.30pm, so, please mark this in your diaries The University is grateful to staff members who volunteer for this event.

12. UPDATE ON ACCREDITATION

AACSB

The School's eligibility application, which was submitted last December, has been approved by the Pre-Accreditation Committee of the AACSB, and a mentor has now been appointed to assist us with our preparation of the Accreditation Plan.

EQUIS

As advised at the last Faculty meeting, the School has submitted its Self-Assessment Report for re-accreditation earlier this year, and the Peer Review Team will be visiting the School as part of the reaccreditation process. The visit is scheduled for 1, 2 and 3 April. The Executive Summary of the Self-Assessment Report is given in **Attachment A**.

Members of the Review Team are:

Prof. James Fleck (Chair)

Dean & Professor of Innovation Dynamics
OU Business School, United Kingdom

Prof. Eric Cornuel

Director General & CEO
EFMD aisbl
European Foundation for Management Development
Belgium

Prof. Peter Little

Executive Dean
QUT – Faculty of Business, Queensland University of Technology

Dr Rüdifer Hoppe (Corporate sector representative)

Allianz AG, Munich

The Self-Assessment Report addresses the standards and criteria specified by EQUIS, grouped into ten chapters:

1. Context, Governance and Strategy
2. Programs
3. Students
4. Faculty (Academic staff)
5. Research and Development
6. Executive Education
7. Contribution to the Community
8. Resources and Administration
9. Internationalisation and
10. Corporate Connections

The Peer Review Team will be assessing our achievements against the specified standards, and will be meeting with groups of staff, students and alumni to discuss our achievements in each of the above areas.

PART 2 – ITEMS TO BE DEALT WITH EN BLOC

13. UNIVERSITY OF WESTERN AUSTRALIA EQUITY AND DIVERSITY OFFICE PRIZE – REF. 14415

The University of Western Australia Equity and Diversity Office Prize, of \$250 for the unit IREL2203 Work, Power and Society, was established initially for a 3 year period and it was agreed to be administered within the Faculty. As the Equity and Diversity Office has offered to continue the prize for a further 5 years from 2007. It is proposed that the prize now be advertised on the University's Scholarships, Prizes and Endowments website. **(Attachment B1 Faculty conditions.)**

The Faculty criteria were amended to reflect the changes within the unit assessment and the amendments have been accepted by the Equity and Diversity Office. **(Attachment B2 Draft conditions.)** The criteria now state that:

The University of Western Australia Equity and Diversity Office Prize, of \$250, provided annually by the UWA Equity and Diversity Office, is awarded by the Board of Examiners in the UWA Business School to the student who has the highest mark in IREL2203 Work, Power and Society.

The Dean recommends that Faculty approve the establishment of the UWA Equity and Diversity Office Prize with amendments as outlined above subject to final drafting by the Legislative Committee.

14. OFFICE OF WOMEN'S POLICY PRIZE – REF. F4883

The Office of Women's Policy requests an increase in prize value for the best piece of work exploring gender and diversity matters for IREL2208 Managing Diversity from \$250 to \$500, effective from its award in 2008 to the winning student in 2007. **(Attachment C)**

The Dean recommends that Faculty approve an increase in prize value for the best piece of work exploring gender and diversity matters for IREL2208 Managing Diversity from \$250 to \$500, effective from its award in 2008 to the winning student in 2007.

15. AMENDMENT TO THE BDO NELSON PARKHILL PRIZE – REF. F193

BDO Nelson Parkhill is now BDO Kendalls and, as a consequence, has requested that all references to BDO Nelson Parkhill to be replaced with BDO Kendalls. **(Attachment D)**

The Dean recommends that Faculty approve the amendment to all references **from** BDO Nelson Parkhill **to** BDO Kendalls, effective from its award in 2008 to the 2007 prize winner.

16. AMENDMENT TO THE ALINTA HONOURS SCHOLARSHIP – REF. 16562

Subsequent to Alinta Ltd being taken over by a consortium in late 2007, the Western Australian division is now the WestNet Infrastructure Group. WestNet Infrastructure Group have requested the Alinta Honours Scholarship be re-named the WestNet Infrastructure Group Honours Scholarship and remove all reference to Alinta. **(Attachment E)**

The Dean recommends that the Faculty approve the amendments to the scholarship as requested by WestNet Infrastructure Group.

17. AKAMAI MANAGEMENT GROUP PRIZE IN FINA2222 CORPORATE FINANCIAL POLICY – REF. F22554

The Akamai Management Group have established a prize, valued at \$500 for a period of 5 years, to be awarded by the Board of Examiners in the UWA Business School to the student who obtains the highest mark in FINA2222 Corporate Financial Policy.

Draft conditions are attached for members' consideration (**Attachment F**).

The Dean recommends that Faculty approve the establishment of the Akamai Management Group Prize in FINA2222 Corporate Financial Policy as outlined above, to be awarded for the first time in 2008 to the student who achieved the highest mark in the unit in 2007.

18. AKAMAI MANAGEMENT GROUP PRIZE FOR THE BEST STUDENT MAJORING IN FINANCE (CORPORATE) – REF. F22555

The Akamai Management Group have established a prize, valued at \$1000 for a period of 5 years, to be awarded by the Board of Examiners in the UWA Business School to the student completing the requirements for the pass degree of Bachelor of Commerce with the highest average mark in the four core units of the Finance (Corporate) Major.

Draft conditions are attached for members' consideration (**Attachment G**).

The Dean recommends that Faculty approve the establishment of the Akamai Management Group Prize for the Best Student Majoring in Finance (Corporate) as outlined above, to be awarded for the first time in 2008 to the best student majoring in Finance (Corporate) in 2007.

19. AKAMAI MANAGEMENT GROUP PRIZE FOR THE BEST STUDENT MAJORING IN FINANCE (INVESTMENT) – REF. F22556

The Akamai Management Group have established a prize, valued at \$1000 for a period of 5 years, to be awarded by the Board of Examiners in the UWA Business School to the student completing the requirements for the pass degree of Bachelor of Commerce with the highest average mark in the four core units of the Finance (Investment) Major.

Draft conditions are attached for members' consideration (**Attachment H**).

The Dean recommends that Faculty approve the establishment of the Akamai Management Group Prize for the Best Student Majoring in Finance (Investment) as outlined above, to be awarded for the first time in 2008 to the best student majoring in Finance (Investment) in 2007.

20. AKAMAI MANAGEMENT GROUP MBA PRIZE – REF. F22557

The Akamai Management Group have established a prize, valued at \$1500 for a period of 5 years, to be awarded by the Board of Examiners in the UWA Business School to the student who, among those completing the requirements of the MBA course, has achieved the highest average mark in MGMT8530 Managerial Finance and any one of the following: MGMT8620 Management of Information Systems, MGMT8625 New Venture Creations, MGMT8631 International Financial Analysis, MGMT8632 Investments, MGMT8635 Corporate Finance.

Draft conditions are attached for members' consideration (**Attachment I**).

The Dean recommends that Faculty approve the establishment of the Akamai Management Group Prize MBA Prize as outlined above, to be awarded for the first time in 2008 to the student who has achieved the highest average mark as outlined above in 2007.

21. FACULTY BOARD MEMBERSHIP – REF. F6741

Nominations were invited from members of Faculty for six two-year and one casual appointment on the Faculty Board.

Ten nominations were received by the closing date and a secret ballot is therefore required. Members are asked to complete the voting paper which will be collected at the conclusion of the Faculty meeting. Please complete the voting paper by placing your preferences from 1-10 in the box against the name of each candidate.

Please do not use ticks or crosses as this will invalidate your vote.

The method of election is preferential voting. Six of the nominated Faculty members with the most votes will be elected to Faculty Board for a period of two years. The next nominated Faculty member will be elected to Faculty Board for casual appointment.

Faculty will be advised of results by email.

PART 3 – ITEMS FOR DISCUSSION AND DECISION

22. REPORT FROM THE DEPUTY DEAN, OPERATIONS – REF. F4924

The Deputy Dean, Operations will deliver a verbal report and respond to any questions.

23. REPORT FROM THE ASSOCIATE DEAN, TEACHING AND LEARNING – REF. F4924

Attached is a report from the Associate Dean, Teaching and Learning. **(Attachment J)**

24. REPORT FROM THE ASSOCIATE DEAN, INTERNATIONAL RELATIONS – REF. F4924

Attached is a report from the Associate Dean, International Relations who will be pleased to respond to any questions regarding the report. **(Attachment K)**

25. REPORT FROM THE PRESIDENT, ECOMS – REF. F4924

There is no report from the President, ECOMS.

26. REPORT FROM THE GMA REPRESENTATIVE – REF. F4924

There is no report from the GMA representative.

27. REPORT FROM THE DEAN – REF. F4924

Attached is a report from the Dean who will be pleased to respond to any questions regarding the report. **(Attachment L)**

28. DATE AND TIME OF NEXT MEETING – REF. F11826

The next meeting of the Faculty will be held on Wednesday 11 June, 2008 commencing at 2:15pm in the Economics and Commerce Conference Room.

EQUIS SELF-ASSESSMENT REPORT

EXECUTIVE SUMMARY

The University of Western Australia, the oldest university in the state of Western Australia, was founded in 1911. Since then, it has produced more than 100,000 graduates in a variety of fields. It is a member of the Group of Eight intensive research universities in Australia, and aspires to be among the top 50 in the world. It currently has about 18,000 students, and hopes to increase this to 20,000 by 2010. It currently attracts most of the best school leavers in the state, and was ranked first in Australia for the quality of its undergraduate students. Results from recent graduate destination surveys show that the proportion of its graduates who enter full time employment within five months of finishing their qualifications is among the highest compared to other Australian universities, and is the highest of all Western Australian universities.

The UWA Business School is one of nine faculties at the University. It was originally established as the Faculty of Economics (1954) offering only the Bachelor of Economics, and when the Bachelor of Commerce was introduced in 1961, it became the Faculty of Economics and Commerce. Prior to 2007, the Faculty had two constituent Schools: the School of Economics and Commerce, with a primary teaching focus on undergraduate programs, and the Graduate School of Management, with a primary teaching focus on the MBA. The School of Economics and Commerce organised its staff around “discipline groups” that include Accounting and Finance (or Financial Studies), Economics, Marketing, Management, Industrial Relations, Information Systems and Transport Studies.

In 2006, a decision was made to integrate the two schools into one. The decision was made following a reconsideration of the faculty’s strategic direction which concluded that a merged entity would place it in a better position to make the required investments to achieve its ambitious goals to be a premier institution in the region. From 1 January 2007, the Faculty became a “one School” faculty, adopting the name “UWA Business School”. This structure is similar to that for the Faculty of Law (School of Law) and the Faculty of Education (Graduate School of Education).

The Business School is headed by the Dean, Tracey Horton, an alumnus of the University. Recruited from the corporate sector, she has developed strong connections between the School and the business sector. The UWA Business School Board, whose membership includes a number of very prominent WA business leaders, assists the School in achieving its strategic goals. The Board has played a significant role in the School’s fundraising campaign, the first major campaign embarked on by the University. Launched in 2006, the Campaign now has raised about \$21m of its original \$25m target. The Futures Fund allows the Business School to recruit internationally for additional ‘Distinguished’ Professors and to fund programs and scholarships not historically included in the operating budget.

The success of the fundraising campaign together with the move to a new building due for completion later in 2008 are developments that mark an exciting new phase in the School’s history. The new building will provide state-of-the-art facilities in a single location for the Business School, currently housed in several buildings both around and off the Crawley campus. It is located at the Southern end of the Campus and will be a distinctive feature, similar to Winthrop Hall at the Northern end of campus.

The School offers the traditional programs expected in a Business School, and responds to market forces in its offerings. It offers two undergraduate programs – the Bachelor of Commerce and the Bachelor of Economics. However, in conjunction with other faculties in the University, the School also offers a range of “double degree” or “joint degree” programs, whereby students are able to undertake a program of study that allows them to graduate with two separate degrees. Double degree programs, offered in Arts, Law, Engineering and Science, have been extremely popular with students and employer groups because of the broader skill base attained by graduates.

Demand for our BCom undergraduate program has been strong as has been the demand for several of the double degree programs. Double degree students generally must achieve an entry score that places

ATTACHMENT A2

them in the top 10th percentile, and for the single degree BCom or BEc, in the top 20th percentile. Over the last few years, the School's undergraduate enrolments have steadily increased, in part due to the additional Commonwealth places that have been allocated to its programs.

The School offers a range of generalist and specialist postgraduate programs, with the MBA being the largest (see Chapter 3 for a listing of these courses and recent enrolments). The varied nature of the offering reflects the diverse discipline groups and historical development of the School. The two largest programs are the family of MBA degrees (including the EMBA) and the Master of Commerce. The latter is a conversion course that is open to graduates from other disciplines and offers candidates the opportunity to specialise in particular majors. The School was among the first in Australia to introduce the MBA degree when it was introduced in 1973. Today, it dominates the Western Australian MBA market with about an 80% share of that market. It recognises that its relative share of the market in other postgraduate programs is not as strong as it could be, and is developing strategies to address this issue.

The School offers two doctoral programs: the professional doctorate -- the Doctor of Business Administration (DBA) program and the Doctor of Philosophy (PhD). The DBA is administered by the School, but the PhD program is administered by the University's Graduate Research School. The School has a strong record in both enrolments in the programs and of doctoral completions.

Executive programs are taught through the AIM•UWA Business School Alliance, a strategic alliance between the Australian Institute of Management Western Australia (AIM) and the UWA Business School formed to bring together the intellectual depth of the School with the applied focus of Western Australia's foremost learning and development institute. The performance of its executive programs in recent years has been excellent and the future growth potential of these programs is strong.

The 2007 enrolments attributed to the School stand at over 4,000. More than 1,200 of them are in postgraduate courses (coursework and research). About 1,100 of them are international students, with more than 700 of them enrolled at the Crawley campus, and the remainder in our offshore partnerships. Most of the on-shore international students are enrolled in our undergraduate programs, and most of the offshore students are enrolled in the MBA program.

The School sees future growth in enrolments at the postgraduate level, particularly of international students, and is working on a strategy to realise this potential.

Enhancing the student experience is a key Teaching and Learning objective for the School. It has adopted the notion of 'transition' as an integrating theme around which the students' experience outside the classroom, and their personal development, might be enriched: transition to University and transition from University to the workplace. The School has introduced various initiatives that assist students with both stages of their transitions. It also embeds in its teaching and research activities the core values of ethics and responsibility.

The School has also made significant progress in efforts to invigorate its alumni, which total some 17,000 graduates since its inception. Together with the Campaign office, it has made significant progress in keeping track of and communicating with its alumni. New Alumni Chapters in New York, London, Singapore and Manila were launched recently, in addition to Alumni Chapters in Sydney, Melbourne and Perth.

The research strengths of the School are underpinned by the strong research capabilities and reputation of its core staff. This is reflected in the election of six of its members as Fellows of the Academy of Social Sciences in Australia, one as a Fellow of the Australia and New Zealand Academy of Management (ANZAM) and one as a Fellow of the Australia and New Zealand Marketing Academy (ANZMAC). Staff have also been appointed to the Australian Research Council's College of Experts. Several staff are members of editorial boards of academic journals, and many are involved in international research collaborations.

ATTACHMENT A3

The UWA Business School has a high proportion of its core faculty with PhDs, currently at more than 84% of all Level B and above. It acknowledges, however, that more needs to be done to enhance its research performance. Improvements in research performance require supportive structures for research and mechanisms to increase research capacity, output and quality. To achieve this, the School plans to make some new strategic appointments. Plans are underway to recruit senior staff in selected areas, and to fill the two funded Chairs (Woodside Chair in Leadership and Management and the BHP Billiton Chair in the Business of Resources). Because of the difficulty in recruiting staff, it has had to train PhDs and develop staff internally, and hence acknowledges that many of its staff have their PhDs from UWA. It is now working on a strategy to recruit staff more systematically from overseas and interstate.

The School's internationalisation efforts are now more focused and its primary effort currently is to develop the School's reputation internationally. The strategy revolves around enhancing the School's international standing to attract leading academics upon whom its long term success depends; encouraging staff to have a broader international perspective (including through their research and through teaching offshore) to enhance the teaching programs; and preparing students for the international market.

The School's connections with the corporate sector are among the best in Australian business schools. Its Business School Board has been described by the press as a "blue chip" board, and its corporate links can be demonstrated to be embedded in all its core activities of teaching, research and service. It has every reason to believe that it will continue to receive strong external support for its activities, in the form of financial, high level strategic advice and networks for its staff, students and alumni.

The School has every reason to be proud of its achievements to date. With the continuing high demand for its courses, its ability to attract high quality students, the continuing support of its alumni and the business community, and the move to its new premises, it can look to a rosy future.

Professor Izan
Deputy Dean
March 2008

Faculty conditions

UNIVERSITY OF WESTERN AUSTRALIA EQUITY AND DIVERSITY OFFICE PRIZE [14415]

The University of Western Australia Equity and Diversity Office Prize, of \$250, provided annually by the UWA Equity and Diversity Office, is awarded by the Board of Examiners in the UWA Business School for the student enrolled in IREL2203 Work, Power and Society who gains the highest combined mark for the Short Essay and the Major Essay.

Draft conditions

UNIVERSITY OF WESTERN AUSTRALIA EQUITY AND DIVERSITY OFFICE PRIZE [14415]

The University of Western Australia Equity and Diversity Office Prize, of \$250, provided annually by the UWA Equity and Diversity Office, is awarded by the Board of Examiners in the UWA Business School to the student who has the highest mark in IREL2203 Work, Power and Society.

OFFICE OF WOMEN'S POLICY * [F4883]

An asterisk () indicates that this prize is governed by conditions. See also general conditions.*

The statutory entity, the Faculty of Business, is known as the UWA Business School.

| The Office of Women's Policy Prize of ~~\$250-\$500~~ is awarded annually by the Board of Examiners in the UWA Business School, on the recommendation of the unit co-ordinator and tutors, to the student who submits the best piece of work exploring gender and diversity matters for IREL2208 Managing Diversity.

| **BDO ~~Nelson Parkhill Kendalls~~ Prize * [F193]**

An asterisk () indicates that this prize is governed by conditions. See also general conditions.*

The statutory entity, the Faculty of Business, is known as the UWA Business School.

| The BDO ~~Nelson Parkhill Kendalls~~ Prize of \$300, provided annually by BDO ~~Nelson Parkhill Kendalls~~, is awarded by the Board of Examiners in the UWA Business School to the student with the highest average mark in ACCT1112 Management Accounting, ACCT2203 Management Accounting and ACCT3323 Strategic Management Accounting.

Alinta WestNet Infrastructure Group Honours Scholarship* [F16562]

An asterisk (*) indicates that this scholarship is governed by conditions. This scholarship is governed by the General Conditions for Scholarships for Coursework Students except as set out in the conditions that follow.

The statutory entity, the Faculty of Business, is known as the UWA Business School.

Alinta WestNet Infrastructure Group has provided a scholarship to encourage and assist a student to undertake honours in accounting and/or finance in the UWA Business School at The University of Western Australia (the University). The scholarship is established and administered in accordance with the following conditions.

Title

1. The scholarship is called the Alinta WestNet Infrastructure Group Honours Scholarship.

Purpose

2. The purpose of the scholarship is to assist and encourage a full-time student who has completed the Bachelor of Commerce pass degree course at the University of Western Australia and who demonstrates ability to conduct themselves in a manner aligned to Alinta's WestNet Infrastructure Group's corporate values¹ to undertake honours in accounting and/or finance in the UWA Business School at the University.

Value

3. The value of the scholarship is \$10,000.

Eligibility Requirements

- 4.(1) To be eligible to apply for the scholarship an applicant must be-
 - (a) a citizen or permanent resident of Australia;
 - (b) completing the Bachelor of Commerce pass degree course with the intention to apply for the honours course in accounting and/or finance in the UWA Business School.

Body Responsible for Selection

5. The selection committee for the scholarship comprises-
 - (a) the Dean of the UWA Business School, or nominee, as Chair;
 - (b) the Director of Undergraduate Programs in the UWA Business School, or nominee;
 - (c) a senior representative of Alinta WestNet Infrastructure Group;
 - (d) the Honours Co-ordinator of Accounting and Finance, or nominee.

Selection Criteria

6. The scholarship is awarded to the applicant who, in the opinion of the selection committee, best demonstrates-
 - (a) academic achievement; and
 - (b) the ability to conduct themselves in a manner that aligns with Alinta's WestNet Infrastructure Group's corporate values.¹

Advertising

7. The UWA Business School advertises the scholarship within the University to students completing the Bachelor of Commerce pass degree course.

Awarding Body

8. The scholarship is awarded by the UWA Business School, on the recommendation of the selection committee.

¹ Alinta's WestNet Infrastructure Group's corporate values are as follows: accountability, leadership, integrity and respect, new ideas and innovation, teamwork and recognition of efforts, and active and open communication.

Duration of Award

9. The scholarship is tenable for two semesters which are normally consecutive.

Application Procedure

- 10.(1) Written applications must include-
- (a) the applicant's reasons for applying for the scholarship;
 - (b) a resume that includes details of-
 - (i) academic achievements; and
 - (ii) the following as appropriate:
 - sporting activities and achievements;
 - community service;
 - participation in community, voluntary or other work;
 - leadership positions held at school, university or in the community;
 - (c) a statement that demonstrates how the applicant's various activities outlined above are aligned with [Alinta's WestNet Infrastructure Group's](#) corporate values.¹
- (2) Applications must be submitted to the Faculty Administrative Officer of the UWA Business School by the advertised closing date.

Concurrent Awards

11. The scholarship cannot be held concurrently with other awards.

Draft conditions**Akamai Management Group Prize in FINA2222 Corporate Financial Policy (F22554)**

The Akamai Management Group Prize in FINA2222 Corporate Financial Policy of \$500, provided annually by Akamai Management Group, is awarded by the Board of Examiners in the UWA Business School to the student who obtains the highest mark in FINA2222 Corporate Financial Policy.

Draft conditions**Akamai Management Group Prize for the Best Student Majoring in Finance (Corporate)
(F22555)**

The Akamai Management Group Prize of \$1000, provided annually by Akamai Management Group, is awarded by the Board of Examiners in the UWA Business School to the student completing the requirements for the pass degree of Bachelor of Commerce with the highest average mark in the four core units of the Finance (Corporate) Major.

Draft conditions**Akamai Management Group Prize for the Best Student Majoring in Finance (Investment) (F22556)**

The Akamai Management Group Prize of \$1000, provided annually by Akamai Management Group, is awarded by the Board of Examiners in the UWA Business School to the student completing the requirements for the pass degree of Bachelor of Commerce with the highest average mark in the four core units of the Finance (Investment) Major.

Draft conditions**Akamai Management Group MBA Prize (F22557)**

The Akamai Management Group MBA Prize of \$1,500, provided annually by Akamai Management Group, is awarded by the Board of Examiners in the UWA Business School to the student who, among those completing the requirements of the MBA course, has achieved the highest average mark in MGMT8530 Managerial Finance and any one of the following: MGMT8620 Management of Information Systems, MGMT8625 New Venture Creations, MGMT8631 International Financial Analysis, MGMT8632 Investments, MGMT8633 Accounting for Planning and Control or MGMT8635 Corporate Finance.

TEACHING AND LEARNING REPORT March 2008

The Teaching and Learning (T&L) Committee holds monthly meetings on the last Wednesday of the month and the notes of the meeting are available on the T&L section of the business schools' web site. We have only held one meeting in 2008 so this report will be brief.

Excellence in Teaching Awards

The judging panel has now completed its deliberations and the winners will be announced at a ceremony on March 14. All staff are invited to attend this celebration of teaching excellence in the faculty to be held at the UWA Club. I would like to acknowledge the considerable efforts of the judging panel who had to read a significant amount of material and devoted considerable time to this task. The members of the panel were:

Alexander Ludewig (Associate Dean T&L FAHSS), Lee Partridge(CATL), Bradley Kerin(ECOMS President), Pat Breuer(PG Student rep), Eileen Thompson, Sharon Purchase and Peter Robinson.

Peer Assisted Study Sessions (PASS)

This has now been launched and there has been a huge interest from first year students with registrations well over 250 within the first three days. The training session for peer leaders was held on February 26 and the PASS sessions will commence in week 3 of semester 1. Most of the PASS sessions will be held in the Myers Street building. For more details on the PASS program visit

http://www.biz.uwa.edu.au/home/teaching_and_learning2/pass_program

Business IRIS

Business IRIS will be available on a non-compulsory basis in 2008. As part of the process to making Business IRIS compulsory for incoming students, a “New unit” proposal will be prepared for consideration at the March meeting of the T&L committee.

Teaching Month

The theme for 2008 is *Diversity in Teaching*. Faculties have been encouraged by CATL to hold their events outside normal teaching spaces such as lecture theatres, and to involve both staff and students. The T&L committee is proposing to hold a sausage sizzle in the Social Sciences courtyard and having students present their perspectives on the varying approaches to T&L they experience across the Business School. Our faculty event will be on Thursday 8 May, 1.00-2.00pm.

Assessment Guidelines

The guidelines that were discussed and endorsed at the December faculty meeting are now available at the T&L website

http://www.biz.uwa.edu.au/home/staff/teaching_and_learning

The only item excluded from the guidelines relates to the timeframe for the return of marked work which will be debated at the March meeting of the T&L committee.

Associate Professor Phil Hancock

Associate Dean-T&L

UWA Business School Internationalisation Strategy – partnerships

The UWA Business School and international partnerships¹

Introduction

The Discussion paper offers a review of issues which impact upon the international aspects of the business school and its activities and provides a framework for future decision making.

The challenge facing the School is to build on its existing strengths to raise its international standing and, recognising its limited resources, to do so in a strategic way.

There are a number of recurring themes throughout the Discussion Paper. The School's success internationally is dependent upon the strategic integration of activities across the whole of the School; the School is already international in many respects but needs to do more to achieve its vision and mission; the School needs to improve its self-presentation and provide a clear rationale for other schools to partner with it; and finally, there are clear resource implications if proposed strategies to further internationalise the School are to be effective.

The proposed strategy focuses on partnerships with other prominent business schools around the world to enhance the School's international reputation. It is a conservative strategy, recognising our current size and international position; the more expansive approaches to internationalisation will occur primarily through partnerships with others.

An internationalisation strategy does not stand alone – it must be embedded in the whole of the School's activities and must contribute to the School's primary goals, particularly its financial imperatives. The strategy seeks to draw together the international elements of the School's activities – primarily research, teaching and learning, marketing and alumni – to create a coordinated approach and maximum effect. Success in these areas, particularly in the teaching programs and in research activity, is central to the School cementing its reputation as one of the region's most prestigious and highest ranked educational institutions.

Articulation of the School's internationalisation goal

The mission of the University is to achieve international excellence. The vision of the School is to build and cement UWA Business School's reputation as one of the region's most prestigious and highest-ranked business education institutions. We take this to mean that we will be perceived by our peers and prospective students as the premier business school in Western Australia, being in the top four schools in Australia and being in the top 100 in the world.² Additionally it means being the top Australian business program in any offshore location where our programs are offered.

¹ Much of this paper is drawn from 'Internationalisation and the UWA Business School – a discussion paper' which is available on the School website.

² The University has set itself the target of being in the top 50 universities in 50 years and might expect the Business School to have a comparable aspiration.

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The primary objective of the School’s internationalisation strategy over the next five years will be to build the School’s international reputation.

There is a positive effect from a strong international reputation across all of the School’s key goals (Table I). This Table suggests a number of School objectives and how achieving them would be facilitated through the School having a stronger international footprint. It demonstrates the importance for the School to clearly articulate its priorities and key strategies in each area and to then integrate international strategy into these primary objectives. As will be seen later in this paper, the one area where the international strategy does make a direct contribution to the achievement of the School’s vision and mission is through the development of partnerships with other business schools.

<i>School objectives:</i>	<i>Some effects of a stronger international footprint</i>
<ul style="list-style-type: none"> • Teaching and learning Enriched student experience 	Better exchange programs; more internationally aware graduates who obtain more rewarding employment (in Australia and overseas)
<ul style="list-style-type: none"> • Research and research training Improved research quality and impact 	More invitations to international conferences as keynote speakers etc, more personal networks and cross national research projects, more access to diverse research funds. Better quality research students
<ul style="list-style-type: none"> • Resourcing Student revenue 	International students of higher quality and more of them
Growth in Faculty	More higher quality applicants and appointments
<ul style="list-style-type: none"> • External relations Actively engage stakeholders 	Stronger alumni groups overseas and better student recruitment and alumni fundraising Enhanced business and government support, leading to more scholarships, internships and employment opportunities Strong executive development programs drawing international participants

Table I School objectives and the effects of a stronger international footprint

In summary, the primary objective of the internationalisation strategy is to build the School’s international reputation and achieving this will assist the School in achieving its primary objectives.

- ii) enhancing the School’s international standing will enable the School to attract leading academics upon whom its long term success depends,
- ii) staff having a broader international perspective (including through their research and through teaching offshore) will enhance the teaching programs and so improve the quality and relevance of the education we provide our students,

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- iii) researching questions of international importance and preparing students for international business will lead to further support from the business community,
- iv) increasing revenue will enable the positive cycle of growth and excellence to be continued.

Building the reputation of the School

The School's reputation can not be manufactured independently, nor is it a stand alone objective. A positive reputation is a reflection of how well we are achieving our mission and yet at the same time assists us in achieving that mission. Thus a good research project will enhance the School's reputation and that enhanced reputation will, in turn, make it easier to attract further research funding.

The School's reputation is built upon a number of related and complementary elements (see Figure 2). Firstly, any school draws upon the University's own reputation. More directly under our own control, our reputation is built on our intellectual capital which in turn is built upon our research presence and our program strength. Our partnerships build our reputation but also contribute to our programs. Good programs provide an opportunity for the School to develop a strong alumni who will then also reinforce our reputation for quality. Our reputation is endorsed through accreditation and our performance in other external assessments.

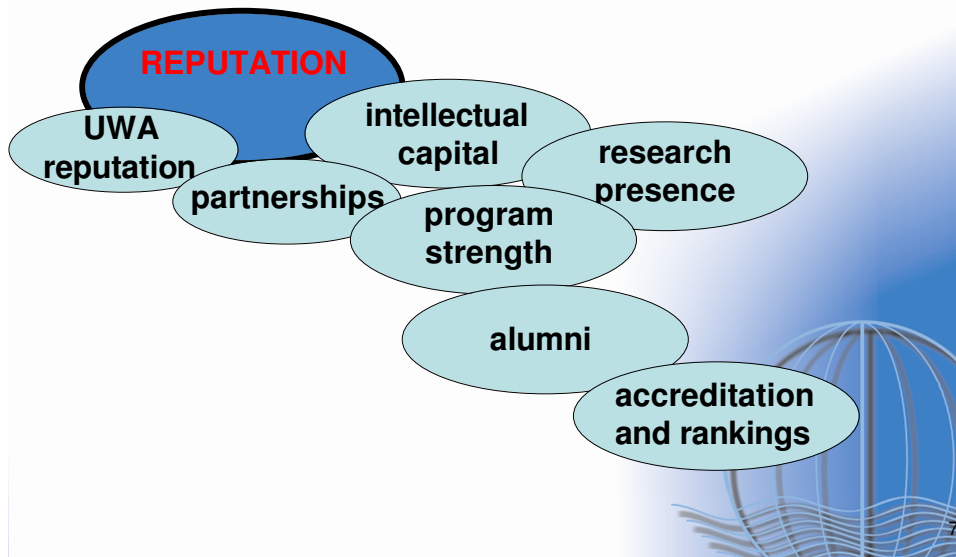


Figure 2 The basis of the School's reputation

It is likely that the School will face increasing difficulty in attracting the best staff and the best students. However, strengthening the reputation through the building blocks shown in Figure 2 will assist the School address these difficulties as well as having a positive effect across all of the School's key goals (Table 1).

Partnerships

While a school, acting alone, may be able to develop its research presence and program strength and so provide its students with a rich experience which they continue to value as alumni, it can do far more to prepare its students for the global economy and provide opportunities for its staff to engage in the international community if it has good partners

ATTACHMENT K4

around the world. Equally important, the School should provide opportunities for its staff to interact regularly with academics from other top business schools and so be exposed to international trends in the business discipline and to the levels of achievement in high performing schools.

The School has many opportunities and requests to partner with other schools around the world. However, any partnership must be active and add value to both parties. They must be properly managed and, given the School's size, it is more appropriate to focus on a limited number of active partnerships than having a lengthy list of moribund arrangements.

It is envisaged that the School will have two types of partner—institutional and exchange. The School's objective is that at the end of five years the School will have strong connections with a limited number of geographically spread business schools, each of which itself has a strong reputation and network. These will be the School's institutional partners with which we have our closest links at staff and student levels. In addition, the School will have a larger number of exchange agreements with business schools around the world to meet the needs of UWA Business School students who wish to study overseas.

Partnership development

The development of these partnerships is an area where a layered approach is required. As indicated above, the School can leverage the University's reputation. Similarly it can leverage the University's own partnerships, particularly those with which the University has developed a special relationship. Where these universities have comparable business schools the partnership will be cultivated, such as with the Business School at Queens University in Canada. Where the School already has strong relationships with good business schools (which is the case in Europe, Copenhagen Business School and WHU Business School in Germany being examples) these will continue to be cultivated. A limited number of additional schools have been identified and steps will be taken to explore the potential of mutually beneficial relationships.

There are a number of practical ways in which partnerships can be built. Initially this will be through visits at a senior level, followed up by other faculty visiting to give seminars, during their study leave or in conjunction with teaching commitments.

While this School may have a desire to partner with other prominent Schools it is critical that we provide those Schools with a compelling reason to partner with us. We must be in a position to clearly show how the UWA Business School can add value to our partners. This requires the School to not only build its own intellectual capital and continue to develop the international content of its programs but to also demonstrate this to the outside world through our web site and informational material. Securing accreditation through EQUIS and AACSB is also a key element in demonstrating our quality and establishing our partnership credentials.³

Taking the layered approach to building a network of institutional partners (Figure 4) we will build on existing activity with Schools where we have a strong relationship, particularly Copenhagen, St Gallen and WHU. Concurrently we will invest in building a relationship where there is known potential for a mutual relationship. These schools might include Manchester

³ As a School we would be reluctant to partner with a school which is not accredited but we are expecting schools to want to partner with us even though we are yet to achieve accreditation ourselves.

Business School, Singapore Management University, Penn State, Queens, Zhejiang, these last three being universities with which the UWA is building a special relationship.

As opportunity arises we will seek to build relationships with a limited number of top ranking schools with which we currently have little or no connection, such as the London Business

School or Judge in the UK; RMS Erasmus or IMD in Europe, Kellogg or Stanford in the US; and Chinese University, Hong Kong. This suggested list needs to be reviewed and refined; for example, we have yet to identify a business institute in India.

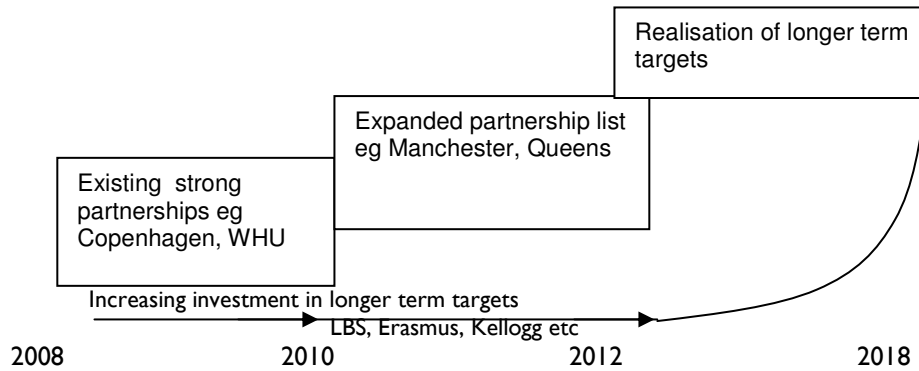


Figure 4 A layered approach to long term partnership building

It is recognised that it takes time to build an effective relationship with a premier business school and that some of the identified partner relationships may not materialise. There will be an ongoing search for potential partners until the School has established the partnerships it needs.

We should encourage students wishing to study overseas to give first consideration to studying at one of our institutional partners. However it is important to offer a broader choice to our students and so with the involvement of the International Centre, the School will review and expand its list of exchange partners beyond the present focus on European schools. This will be accompanied by increased marketing of exchange and study abroad opportunities within and across the School. The number and location of exchange schools will be kept in balance with the student demand. We recognise that as a School we are likely to receive more students from partner schools than we send but this imbalance is accepted as it contributes to the international diversity of the student body here in Perth to the benefit of local students. The combination of institutional and exchange partners will provide a strong partnership profile (see Table 2) which will enhance the School's reputation and provide a rich international dimension to our students' study opportunities.

<p><i>Institutional partners:</i> <i>Existing strong partners:</i> for example, Copenhagen, St Gallen, WHU <i>Additional institutional partners (to be achieved in the short term)</i> A realistic list might be drawn from: Manchester (or LSE), SMU, Zhejiang, Penn State and Queens <i>Additional institutional partners we aspire to (to be achieved in the longer term)</i> A list might include: LBS or Judge, RSM Erasmus or IMD, Kellogg or Stanford, Chinese University, Hong Kong</p> <p><i>Exchange partners:</i> A realistic list might include Bocconi, Dijon and Vienna Business Schools in Europe, California, Colorado State, North Carolina, McMaster Universities in North America</p>
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Table 2 Developing a desired partnership profile

Partnership development: performance indicators

As indicated above a number of tasks are required across the range of School activities to position the School to be a desired partner. In terms of specific action to build effective partnerships a number of performance indicators can be established and some are suggested in Table 3. These will need to be the subject of further discussion. The activity of staff through 2007 demonstrates how a strategic approach can strengthen relationships with existing preferred schools while laying the groundwork for relationships in the future with other targeted schools.

<ul style="list-style-type: none"> • Senior visits to three preferred partners each year and visits from two preferred partners each year • By 2010, at least two study leave visits to institutional partners and at least one academic visit to the School from staff at an institutional partner • By 2010 a list of ten active geographically spread exchange partnerships, • By 2010, at least one study leave visit to an exchange partner and at least one academic visit to the School from staff at an exchange partner • By 2012, regular contact by senior staff or through a research project with one aspired institutional partner.
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Table 3 Partnership building: indicative performance indicators

Professor Ray Fells
Associate Dean, International Relations

February 2008

DEAN'S REPORT MARCH 2008**1. NEW APPOINTMENTS****Academic Staff:**

- **Claudia Amonini**-- Lecturer in Marketing
- **Wade Jarvis** -- Lecturer in Marketing
- **Kerrie Unsworth** -- Lecturer in Organisational Behavior
- **Prerana Agrawal** -- Associate Lecturer, Financial Studies
- **Dane Etheridge** -- Associate Lecturer, Financial Studies
- **Dianne Massoudi** -- Associate Lecturer, Financial Studies
- **Glen Barton** -- Associate Professor, Financial Studies (fractional 50%)
- **Ian Li** – Associate Lecturer (75% fractional)
- **Duc Vo** – Associate Lecturer (60% fractional)

Administrative Staff

- **Lisa Gorey** -- Faculty Admin Officer
- **Lee Stupart** -- Academic Services Manager
- **Eva-Marie Middleton** -- Admin Officer (FTE 0.5 admin support to Associate Dean T&L)
- **Rahima Velagic** -- Research Assistant, Economics (30% fractional)
- **Aya Kelly** -- Administrative Assistant, returns from maternity leave
- **Diana Djohan** -- Administrative Assistant, Financial Studies
- **Tanya Krsnik** -- Administrative Assistant, Financial Studies

2. STAFF PROMOTIONS

Associate Professor Tim Mazzarol has been recently promoted to Professor, Dr Julie Lee to Associate Professor and Dr Joey Wen Ling Yang to Senior Lecturer. Dr Joey Yang has also been granted tenure following her promotion.

3. STAFF AWARDS

Professor Ken Clements is the inaugural holder of the BHP Billiton Research Fellow awarded in December of 2007.

Professor Geoff Soutar is the inaugural recipient of the Nancy Keegan and Don Voelte Distinguished Scholar awarded in December of 2007.

4. RECRUITMENT

The Business School is currently recruiting for a number of positions including the Woodside Professor of Leadership and Management, the BHP Billiton Professor in the Business of Resources and positions in the Economics discipline. In addition we have Professorial offers outstanding in the Economics, Financial Studies and Marketing disciplines.

5. VISITORS

Professor Fang Cooke, Professor of Human Resource Management and Chinese Studies at the Manchester Business School, is visiting the School in March 2008. Professor Cooke has both worked and studied in China before completing her PhD in the UK. She is a known specialist on employment and industry issues in China. Her visit to Perth is made possible by the Australian National Business School (ANBS), a consortium of Australian business schools.

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Professor Derek Aldcroft, Research Fellow at the University of Leicester visited the School over summer 2008. His visit was organized by Mr Mel Davies.

Dr Bob Johnston, Associate Professor of Finance from George Mason University, has been with the School since September 2007. Bob is teaching on our MBA program.

Professor David Day, from the Singapore Management University (SMU) visited the School from 28-29 February. David is Professor of Organisational Behaviour in the Lee Kong Chian School of Business, Singapore Management University, and a graduate of the University of Akron. Prior to joining SMU, he was Professor of Psychology at Pennsylvania State University. He is an Associate Editor on the prestigious journals Leadership Quarterly, Journal of Applied Psychology, and Human Resource Management Review.

6. RESEARCH GRANTS

Trish Todd, Jane Hutchinson, Jennifer Birns, from Work Life Balance Public Sector Program, Department of Consumer and Employment Protection, WA \$68,821.

7. 2008 UNDERGRADUATE ADMISSIONS

The cutoff scores for entries into programs offered by the Business School are attached. Most joint degree programs have cutoffs below 90, and the cutoff for Commerce as a stand alone degree has dropped relative to last year. For the first time, the cutoff for Economics is higher than that for Commerce.

Course	Jan 2005 cut-off	Jan 2006 cut-off	Jan 2007 cut-off	Jan 2008 cut-off
Commerce	83.00	85.30	82.00	80.10
Commerce/Arts	90.00	90.00	90.05	85.30
Commerce/Asian Studies	90.00	91.25	91.10	85.00
Commerce/Engineering	93.00	93.50	90.10	88.35
Commerce/Economics	90.00	94.00	90.20	89.10
Commerce/Communication Studies	90.00	92.20	90.30	88.05
Commerce/Computer Science	83.00	87.45	84.10	80.25
Commerce/Science (3 yr)	90.00	90.25	90.10	85.30
Economics	81.00	82.30	80.30	80.80
Commerce/Health Science	90.00	90.20	90.40	86.40
Commerce/Law	97.00	97.00	97.00	96.50
Economics/Law			97.00	96.65
Economics/Asian Studies				98.00

2008 Intake

Data on the 2008 and 2007 for all undergraduate courses are shown in the table below. There is an increase of more than 16% overall, with nearly all programs reporting an increase in enrolments. The most significant increase is in the combined Science/Commerce program, with the 2008 numbers (90) almost double the 2007 enrolments (46). The domestic undergraduate enrolments increased by more than 19% (from 780 to 931), with international enrolments increasing marginally from last year's.

The increased intakes will have significant implications on class sizes in our second and third year units in the near future. The flow through in the increased 2007 intake into the BEc/BCom combined degree is now being seen in several of our second year enrolments this year. For example, ECON 2233 has 295 students compared with 206 last year; ECON 2271 has 322 compared with 241 in 2007 and HRMT 2237 has 298 compared with 203 in 2007.

ATTACHMENT L3

ACCEPTANCES: 2008 and 2007

	Acceptances Jan 2008			Acceptances Jan 2007		
	Domestic	International	Total	Domestic	International	Total
Bachelor of Com (BCom)	272	120	392	244	117	361
Bachelor of Economics (BEc)	22	19	41	22	19	41
BCom – Honours	29	10	39	11	5	16
BEc – Honours	7	3	10	16	3	19
BCom / BEc	82	4	86	67	7	74
BCom or BEc / Bachelor of Education	1		1	1	1	2
BCom or BEc / BCM	7		7	4		4
BCom or BEc / Bachelor of Computer Science	11	2	13	11	2	13
BCom / Bachelor of Engineering	150	10	160	135	1	136
BEc / Bachelor of Engineering	12		12	6		6
BCom / Bachelor of Laws (LLB)	80	7	87	75	10	85
BEc / LLB	11	1	12	15		15
BCom / Bachelor of Arts (Asian Studies)	11		11	7		7
BEc / Bachelor of Arts (Asian Studies)	0		0	3		3
BCom / Bachelor of Arts (BA)	54	1	55	50	6	56
BCom / Bachelor of Arts (Comm Studies)	44	3	47	33		33
BEc / BA	12	1	13	13		13
BEc / Bachelor of Arts (Comm Studies)	3		3	0		0
BCom / Bachelor of Science (BSc)	90		90	46		46
BEc / Bachelor of Science	7	1	8	5	1	6
BCom or BEc / BSc (Agriculture)	3		3	10		10
BCom or BEc / Bachelor of Health Science (BHS)	14	1	15	11	2	13
BCom or BEc / Bachelor of Arts (European St)	9		9			0
Total	931	183	1114	780	174	954

Sources: International Acceptances -- International Centre

Domestic: TISC

(Honours: EIS)

8. 2008 POSTGRADUATE ADMISSIONS (as at 29 Feb 2008)

The overall intake into our postgraduate programs have remained steady relative to last year, except in the Graduate Diploma in Business Administration and HR&IR, where there are significant drops in the number of acceptances, possibly driven by the strong job market. The EMBA, which was not offered last year, has 17 acceptances to date.

Course	Acceptances	
	2008	2007
MBA Trimester I	68	65
MBA S'pore Quarter I	18	15
MBA Manila Quarter I	7	9
GDBA Semester I	19	35
EMBA (to date)	17	5
MCom	17	17
GDHR&IR	10	23
MHR&IR	5	7
Other PG	21	24

Source: Pru Hodgkinson and Helen Friday

9. INTERNATIONAL ACCREDITATION

AACSB

The School submitted our eligibility application in December 2007, which has been reviewed and accepted by the AACSB Pre-Accreditation Committee. A mentor has been assigned to assist us with the preparation of the Accreditation Plan. He is Professor Michael Page of RSM Erasmus University. The role of the mentor is to help us determine the scope of the accreditation and to review the extent to which we are able to satisfy the AACSB standards. The mentor will advise us on whether we can expect to be able to develop a successful Accreditation Plan.

EQUIS

The Peer Review Team will be visiting the School on 1, 2 and 3 April as part of our application for re-accreditation. The Team has specified the groups they wish to meet during their visit, and plans are underway to organize these meetings. The Executive Summary of the Self-Assessment Report submitted to EQUIS is attached.

10. INTEGRATION

The new administrative structure has been finalized with the appointment of Ms Lee Stupart as the Academic Services Manager and Ms Yew Keng Low as the Finance Manager. Lisa Gorey joined the Business School back in December as the new Faculty Administrative Officer. As the Academic Services Manager, Lee will work closely with Iain Watson to coordinate all academic support activities and resources. In the new structure, the existing administrative teams located in the various areas of the School (i.e. Financial Studies, Economics, Business School South and Myers St) report to Lee. The intention of this structure is to: drive synergies across the teams, provide skills and career development opportunities for administrative staff and focus and enhance the level of service provided to academic staff within the Business School. Yew Keng's role as the Finance Manager is to oversee a dedicated finance function responsible for the management of the School's financial assets and resources and the establishment of prudent financial policies and practices.