



UNIVERSITY OF CANBERRA, AUSTRALIA

## Minutes of Council Meeting No. 104

commencing at 9.00 am on Friday, 17 February 2006

### **PRESENT:**

Professor I Moses (Chancellor)

Mr I Davis (until 1.00 pm)

Professor R Dean

Ms A De Salis

Ms S Durrell

Mr M Emerson

Mr J Hanratty

Ms A Holmes

Mr J Kalokerinos

Mr A Mathews (until 4.30 pm)

Associate Professor C McDonald

Dr L Moore

Ms J Newman

Mr B Prosser

Ms M Reilly

Ms A Trimmer

Mr P Urban (until 1.00 pm)

Ms J Coggins (Secretary)

### **APOLOGIES:**

Adjunct Professor M Bryce

Mr B Hoff

**IN ATTENDANCE:**

Ms A Taylor

Ms J Godfrey

Professor S Bartos

Dr D Hamilton

Professor A Cheetham

Ms J McKinnon

Mr M Costello

Ms C O'Meara

Professor J Dearn

Professor P Putnis

Mr G Foran

Mr C Walters

Dr R Foxwell

Mr P Hill (Minutes Secretary)

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## **Welcome to New Members**

At the commencement of the meeting the Vice-Chancellor welcomed Professor Ingrid Moses to her first meeting as Chancellor of the University of Canberra.

The Chancellor explained why the agenda had been re-ordered and informed Council that she had invited Mr Colin Walters, Higher Education Group Manager DEST, to provide for Council members an overview of the current and future issues in the higher education environment before Council engaged in strategic planning.

## **Confirmation of Agenda**

Council confirmed the order of the agenda noting that members also wished to discuss executive appointments.

## **Disclosure of Conflicts of Interest**

No declarations were made.

## **Item 1: Confirmation of Minutes of the Previous Meeting**

Council received the minutes of [Meeting No.103](#) held on Wednesday, 7 December 2005.

### **Resolution C104/1**

Council accepted the minutes of Meeting No. 103 as a true record of proceedings.

## **Item 2: Matters arising from the Minutes**

There were no matters arising.

## **Item 3: Performance Evaluation**

### **3.1 Review of Performance**

The minute for this item is recorded in the confidential minutes book.

### **3.2 Professional Development**

Council noted the courses which were available under the University Governance Professional Development program.

Professor Bartos advised that the performance evaluation of Council suggested that the most suitable professional development course for members would be *Governance Strategy in Higher Education*. The other course that would be of benefit to Council would be *University Governance*.

Council agreed that these courses should be made available to members in March 2006 and requested that the University Governance course be held first as this logically preceded the strategy course.

Council also requested that a short training course on the interpretation of financial statements be included in the professional development program for members. It was suggested that the training be presented by a person external to the University. This would provide an opportunity to provide feedback on the statements to the University.

## **Resolution C104/2**

- Council:
1. agreed that the 2006 Professional Development Program should include participation in the following courses offered under the University Governance Professional Development program by the National Institute for Governance: *Governance Strategy in Higher Education* and *University Governance*; and
  2. requested that training in interpretation financial statements be included in the professional development program for those members wishing to undertake it and that the Vice-Chancellor would find an appropriate person.

## **Item 4: External Environment**

### **Presentation by Mr Colin Walters, DEST**

Mr Colin Walters, Higher Education Group Manager DEST, and Ms Anona Taylor , were present for the discussion of this item.

Mr Walters made a presentation to Council on *The Higher Education Environment - Reform and Future Directions*.

The presentations covered the following topics:

- Backing Australia's Future
  - The national agenda
- § Sustainability - additional funding; support for institutions; Commonwealth Grants Scheme; additional student places; support for students
- § Quality - enhancing offshore quality; additional funding; Transnational Quality Strategy framework
- § Equity - Indigenous Support Fund, Higher Education Advisory Council and Staff Scholarships; Higher Education Equity Program
- § Diversity - Learning and Teaching Performance Fund; Collaboration and Structural Reform Fund; Workplace Productivity Program
  - Recent Developments
- § Building Better Foundations; National protocols for Higher Education Approval processes
- Backing Australia's Ability
  - CSIRO National Flagships Initiative; ARC National Competitive Grants Program; Research Infrastructure Block Grants Program; National Collaborative Research Infrastructure strategy; CRC Program; Research Quality framework
- The higher education market
  - 2006 applications and offers; national applications declined by 1.7%; offers increased by 2.3%
- Stage 1 of *myuniAssist* - Higher Education Information Management System
- Key timelines for 2006

- Higher Education Workplace Relations Reforms; Learning and Teaching Performance Fund; Capital Development Pool; Workplace Productivity Program; Commonwealth Learning Scholarships;

Council noted that a copy of the presentation would be provided to members.

The following points were noted during discussion of the presentation.

- The introduction of the Learning and Teaching Fund had had a significant impact on the sector and was now firmly on the agenda for all Universities. UC had performed well against the criterion of Success. To further improve its performance it would need to focus on Student Satisfaction and Outcomes.
- Universities would be faced with an increasingly competitive market in the coming years. The factors influencing this included: a revamped TAFE system; a continuing strong labour market; the decline in Australia's birth rate and the arrival of higher education providers from overseas. In response to these pressures, universities would need to become more sophisticated in their marketing.
- All Australian universities had been assessed as compliant with the National Governance Protocols in 2005.

## **Item 5: Enhancement of Strategic Focus**

### **5.1 Review of Key Performance Indicators**

Council received two tabled papers: *University of Canberra -Key Performance Indicators and Vice-Chancellor's Introductory Comments towards Strategy from 2007.*

#### *Key Performance Indicators*

Professor Dean provided members with a summary of the performance indicators noting that:

- Many of the University's performance indicators were close to national benchmarks and improvement was evident in many of them.
- One area of decline was in first preferences for admissions. However, the decline was being arrested.
- The median figure for the 2006 Universities Admission Index (UAI) was still unknown.
- Over-enrolment had been reduced in line with the new DEST requirements.
- Total postgraduate Equivalent Full Time Student Load (EFTSL) had increased and the total growth in EFSTL had come from this source.
- The number of direct entry enrolments had increased.
- The University's research income had declined since 2000, but the decline had been arrested. The recruitment of new research staff should result in future improvements.
- There had been a modest increase in the number of students studying overseas for part of their course. The benchmark in Australia had been set at five per cent which was still significantly smaller than the European benchmark of twenty per cent.
- The development of international research partnerships was being pursued as a means of delivering greater outputs.

- The student load figures for Semester 1, 2006 were not yet available.
- Greater diversification of markets was being sought for international students. Currently, 66% of on-shore students were recruited from two countries.
- While there had been an overall increase in the income received from full fee-paying students, the targets for 2005 had not been achieved.
- The income received from Commonwealth grants was increasing, but would begin to be eroded after 2007 if Government does not adopt appropriate indexation.
- The receipt of additional funding resulting from the increase in the Student Contribution Amount would be completed in 2008. 2008 represented a difficult financial transition point for the University.
- The budgeted reduction in salaries as a proportion of income had not been achieved.

The following points were noted in discussion of the performance indicators.

- The University was relinquishing a number of patents that were not regarded as being commercially viable. While new patents would be welcomed, it was generally held in the USA that one new patent was generated for every \$100m spent on research.
- The University's research output was low when compared across the sector. The University was in the group of twelve universities that received only five per cent of the funding available. However, compared with the other members of the New Generation Universities group, the output was higher than average.
- There was a general reduction in numbers of full fee-paying students across the sector in 2005. Changes in DEST requirements were partly responsible for this trend. While UC had achieved a modest surplus, it was still hoped to achieve further growth and returns.
- The University was not reducing the maintenance budget, and the timing of works was the reason why the budgeted amount was not spent in 2005. An audit of lecture theatres was carried out in 2005 and priorities for expenditure in 2006 identified.
- The ratio of general staff to academic staff appeared higher than in other universities as UC had fewer contractual staff. The Vice-Chancellor agreed to provide benchmark data regarding this for the next Council meeting.

### *Strategic Planning*

Professor Dean presented members with an overview of the current elements of the University's strategic planning and those being targeted for development from 2007.

- The keynotes of the current Strategic Plan were: professionalism which was innovative and creative; the direct application of what was done in teaching, learning and research and the development of internationalism in students and staff.
- The University aimed for growth but was constrained in how it could achieve it. Growth in the number of international students was achievable, but, due to DEST restrictions, it was much harder to increase the number of domestic undergraduate student places without introducing full fee-paying places.
- Research at the University was intensive in particular areas, but not extensive. This situation was common to other New Generation Universities. The income received from research was uneven. To further develop research, the University was seeking to increase self-funded post-doctoral fellows; focus on the University's research strengths (internally and externally) and explore creative research opportunities.

- Developments relating to employment included a staff inclusivity project in relation to equity and harassment. There had been an increase in the proportion of women in senior positions. At UC the proportion of women in senior positions was above average for the sector. Renegotiation of the Enterprise Agreement would be required in 2006. Performance assessment would be introduced across the University in 2006. The latest survey results from the Employer of Choice initiative should be available for the April 2006 meeting.
- The University's finances were sound. The capital works program included the refurbishment of the library; new student residences and IT development. Interest in the development of Stage 2 of the Innovation Centre was being sought.
- Students indicated that they saw the University as high quality and effective, as well as being friendly and supportive.
- A survey of students indicated that they generally achieved the objective of becoming professionals while studying at UC. The Survey also indicated areas for improvement, and those were being addressed.

The following points were noted in discussion of this item.

- The KPIs presented were not related to the strategic keynotes.
- Curriculum development was an area that might be included as part of the strategic development of the University.
- It was often difficult to provide evidence that particular strategic objectives were being met due to the difficulty in measuring them. It was possible to measure aspects of research development, but it was difficult to obtain a measure of 'professionalism'. In such cases, a description of the attributes that students should have attained may suffice.
- A Collaboration and Structural Reform Fund grant had been received for growing articulation with CIT. It was hoped to go beyond the CIT and to try and achieve agreements with, for example, the Riverina TAFE.
- The total number of credit points delivered by the University had been reduced, but needed to go further. The percentage of postgraduates students needed to be increased. The focus on research needed to continue.
- The University was currently positioned at 21 in the Australian tables which was ahead of the other NGUs. The aim was to achieve a position of 17 overall, and to move from 25 to 20 for research.

Council would take a leading role in developing the Strategic Plan for 2007 and beyond beginning with a facilitated session to be held at the June 2006 meeting by which time members would have undertaken the *Governance Strategy in Higher Education* course offered by the National Institute for Governance. The time allowed for the meeting would be extended by two hours to accommodate the discussion.

Council noted that the next Enhancement of Strategic Focus presentation would be made by Professor Dearn at the April 2006 meeting. Council requested that where possible the presentation should provide comparative data with other Universities, or as is relevant to the material provided.

## **Item 6: Vice-Chancellor's Report**

### **6.1 Executive Appointments**

The minute for this item is recorded in the Confidential Minutes Book.

### **6.2 Undergraduate Domestic Enrolments in Summer School**

Professor Dean informed members that he was seeking an in-principle decision to permit undergraduate domestic enrolments in Summer School on fee-paying basis. There was a recognised demand for such places which the

University was not currently able to meet.

Domestic undergraduate students would not be required to undertake units on a fee paying basis to complete their course of study and would retain the ability to study a unit in standard semesters. Only a limited number of units would be offered in this mode following a closer assessment of their financial viability. It was expected that units offered in this mode should, at a minimum, return costs but were expected to make a financial return as well as providing other advantages such as avoiding the loss of students to other institutions offering this facility. It was believed that this would be of benefit to both students and the University.

If agreed to, the Vice-Chancellor requested that Council provide him with the delegated authority to decide which units should be offered in this mode as the time available for decision was very limited.

Council noted that this would not have an impact on the number of HECS places available in standard semesters.

### **Resolution C104/3**

Council:

1. agreed that Summer School Units should be made available to domestic undergraduate students on a fee-paying basis; and
2. agreed to provide the delegated authority to the Vice-Chancellor to determine which units should be made available to students in this mode.

Mr Emerson and Ms Newman requested that their dissent from this decision be recorded.

### **6.3 University Admissions Index**

Mr Hanratty commented that he believed that the University Admissions Index (UAI) for a number of courses in the Division of Business, Law and Information Technology had been reduced. This was an issue of strategic importance to the University as it may reflect a situation where the Index had been reduced to reach targets.

The Vice-Chancellor referred Council to the email correspondence distributed to members in which he had responded to the above comments.

Council would be provided with more detailed information about admissions at the April 2006 meeting.

### **Item 7: Review of Governance Structure of Council**

The members of the review Panel, Mr Michael Costello, Ms Julie McKinnon and Professor Stephen Bartos, were present for the discussion of this item.

Mr Costello advised that the review panel had recommended to the Chief Minister that Council should not remain as a deliberative body but become the executive authority of the University. This was in recognition of the total authority given to Council over the University in the *University of Canberra Act* 1989 and the legal liability which was attached to that authority.

The panel had recommended that the number of members of Council be reduced to ten in order for it to be able to become an effective decision making body. The Chair of Academic Board had been included as a member of the Council in recognition of the vital role Academic Board played academically within the University and to strengthen the linkages between it and Council. While two elected members had been included in the proposed membership, the panel had some reservations about the ability of elected members to act in the best interests of the University rather than those of their constituents. The model was seen as providing an appropriate decision making framework for the University in light of the changes to the environment in which universities operated and which were likely to continue into the future.



Ms McKinnon advised that it was likely that the legislation to give effect to the recommendation would be introduced in the Spring 2006 sittings of the ACT Legislative Assembly.

During the discussion of this item it was noted that the elected members understood that their first responsibility was to the University. It was argued that elected members were also able to provide linkages between Council and the staff and students of the University; and could bring to Council a number of different viewpoints that may not otherwise be presented if only two elected members were present. As presented, the model did not include a member drawn from undergraduate students, and had one student member representing graduate and postgraduate students. A further concern raised was that a significant reduction in the number of members could impact on the activities of Council committees.

Council noted the view that the proposed model may be appropriate to the private sector, but may not be the best for a university. It was untried within universities and as such presented some risk.

The model appeared to be at odds with some of the requirements of the National Governance Protocols which envisaged the role of Council as one of 'oversight' of the university's activities and which permitted up to 22 members of Council.

A minor correction to the report was required. The reference to the Vice-Chancellor on page 7 of the report with regard to the remuneration of board members should be amended to read the Chancellor.

Council agreed to postpone further discussion of this item until the April 2006 meeting in order to formulate a response to the Chief Minister.

## **Item 8: Future of the University of Canberra Union**

Professor Dean informed Council that following the enactment of the *CWTH Higher Education Support (Abolition of Up-front Student Union Fees) Act 2005* the Student and Amenities Fee could not be levied on students beginning courses from Semester 2, 2006. Under the proposal presented by the Board of the University of Canberra Union (UCU Inc), a new body, UCU Ltd, would be formed and receive the assets of the current body. It would be a company limited by guarantee and become a controlled entity of the University. The objectives of UCU Ltd would remain the same as the current Union.

Council had previously considered the proposal at its June 2005 meeting (No. 100) but had deferred making a decision pending the outcome of the VSU legislation.

Council noted that it was not being asked to agree to the proposal to establish UCU Ltd at this meeting, rather it was being asked to refer the proposal to the Audit and Risk Management Committee (ARMC) for an assessment of the risk. The ARMC should also consider the broader issue of student service provision. Council noted that Mr Kalokerinos had been involved in reviewing the proposed draft constitution and that legal advice would be sought about the proposal.

Council noted the objections of student members to the current proposal without first investigating what other options might be available to the University for the provision of student services beyond those currently provided by the Union. The University had made funding available for health and counselling services, recreational facilities and sporting facilities. However, the loss of funding for the Students' Association would result in the loss of advocacy and other services currently provided through the Students' Association. Student members requested that formal consultations to be carried out with the Students' Association on the continuation of such services on campus.

It was also noted that Dr Sargent, the Chair of the UCU Board, was also the Chair of the Audit and Risk Management Committee and would be presented with a conflict of interest when this matter came before the Committee. Ms Reilly would be able to chair the meeting for the discussion of this item.

## **Resolution C104/4**

- Council:
1. received and noted the proposal to establish the UCU Ltd as a controlled entity of the University, including the draft constitution;
  2. referred the proposal to the Audit and Risk Management Committee for an assessment of the risk and consideration of student service provision across the campus;
  3. requested that the Vice-Chancellor seek legal advice about the present proposal and possible alternatives; and
  4. invited Ms Newman to make a written submission detailing other options.

## Item 9: Annual Financial Statements

Council noted that the financial statements had not, prior to this meeting, been referred to the Audit and Risk Management Committee (ARMC). Council was advised that the endorsement (signing) of the statements was a requirement of the ACT *Financial Management Act* 1996 and that the usual practice was to provide them to the ARMC following the receipt of the Auditor-General's audit opinion. Council also noted the view that, best practice, under a comprehensive risk management strategy, would require that the statements be reviewed by the ARMC prior to Council authorising their transmittal to the ACT Auditor-General.

In consideration of this Council agreed that a special meeting of the ARMC should be convened as soon as possible to consider the statements. Council provided the ARMC with the delegated authority to authorise the Chancellor and Vice-Chancellor to sign the statements and transmit them to the ACT Auditor-General. Council agreed that the revised procedure should be adopted in future years.

### Resolution C104/5

|                 |    |   |
|-----------------|----|---|
| Council agreed: | 1. | that a special meeting of the Audit and Risk Management Committee should be convened as soon as possible to consider the Annual Financial Statements before they are provided to the ACT Auditor-General;                               |
|                 | 2. | to provide, in this instance, the Audit and Risk Management Committee with the delegated authority to authorise the Chancellor and Vice-Chancellor to sign the statements and transmit them to the ACT Auditor-General; and             |
|                 | 3. | that a revised procedure should be adopted whereby the Annual Financial Statements should be provided to the Audit and Risk Management Committee prior to coming to Council for endorsement and transmittal to the ACT Auditor-General. |

## Item 10: Recommendations from Council Committees

### 10.1 Legislation Committee

Discussion of this item was deferred until the April 2006 meeting.

## Item 11: Annual Report for 2005

Council noted the draft entry about Council activities for the Annual Report for 2005 would be submitted to the April 2006 meeting for approval and submission to the ACT Chief Minister in accordance with section 36 of the *University of Canberra Act* 1989.

## Item 12: Recommendations from Academic Board

## MEETING No. 06/1

### 12.1 Grant of Awards - Report on the Exercise of Delegations

#### **Resolution C104/6**

Council noted that the Chancellor had (under Council Resolution C63/5) exercised Council's authority under Rule 7(2) of the *Conferring of Awards Rules 1995* and admitted to awards those students, to whom the Chair of Academic Board (under Resolution AB 99/2/8(b)) had granted awards.

Kenneth CHAN (711790) - Doctor of Philosophy

Carol Leza CONWAY (107329) - Doctor of Philosophy

Joan JENSEN (105477) - Doctor of Philosophy

Susan PAGE (960257) - Doctor of Philosophy

Daniel SPOONER (974671) - Doctor of Philosophy

Stephen John WILLIAMS (116223) - Doctor of Philosophy

### 12.2 Academic Program for 2007 - Undergraduate Program

#### **Resolution C104/7**

Council noted that Academic Board resolved to approve the *Undergraduate Academic Program for 2007* (ie. the list of undergraduate courses to be offered for new admissions in 2007) subject to amendment in the light of discussion.

### 12.3 Amendment of Policy and Processes related to Higher Degrees by Research

#### **12.3.1 Accreditation or modification of higher degree by research courses including PhD specialisations**

#### **Resolution C104/8**

Council noted that Academic Board resolved to approve revised processes for consideration and approval of higher degrees by research course developments and their incorporation into the *Procedures for the introduction and accreditation of new courses, course and subject change* and the *Higher degrees by research: policy and procedures* (the Gold Book) to take effect from 1 January 2006.

#### **12.3.2 Revisions to *Higher degrees by research: policy and procedures* ('the Gold Book')**

#### **Resolution C104/9**

Council noted that Academic Board resolved to approve amendments to Part 4 (on supervision in higher degrees by research), Part 5 (on admission), Part 6 (on progress) and Part 7 (on thesis, examination and completion) of *Higher degrees by research: policy and procedures* (the Gold Book) relating to supervisor registration, transfer between research courses at the University and the thesis examination process to take effect from 1 January 2006.

#### **12.3.3 Report of an Analysis of Stage 2 Supervisory Statements at the University of Canberra**

#### **Resolution C104/10**

Council noted that Academic Board resolved to note the report and endorse the recommendations of the *Report of an*

*Analysis of Stage 2 Supervisory Statements at the University of Canberra.*

**Item 13: Appointment of Chair, Audit and Risk Management Committee**

***Resolution C104/11***

Council appointed Dr Mike Sargent as Chair of the Audit and Risk Management Committee until 31 December 2006.

**Item 14: Appointment of Chair and Members, Student Conduct Committee**

***Resolution C104/12***

Council agreed to exercise its powers under Section 5 of the *Regulation of Student Conduct Rules* 1992 and;

- a) appointed Professor William Maher to the position of professorial staff member and Chair of the Student Conduct Committee for a two year period commencing 18 February 2006;
- b) appointed Mr Marc Emerson, a student member of Council, to the Student Conduct Committee for a two year period commencing on 18 February 2006;
- c) authorised the Vice Chancellor to identify appropriate substitutes if the persons appointed declined to accept the positions.

**Item 15: 2006 Graduation Dates**

***Resolution C104/13***

Council approved the dates for the 2006 conferring of Awards ceremonies.

|            |           |                  |
|------------|-----------|------------------|
| Semester 1 | Tuesday   | 25 July 2006     |
|            | Wednesday | 26 July 2006     |
| Semester 2 | Monday    | 18 December 2006 |
|            | Tuesday   | 19 December 2006 |
|            | Wednesday | 20 December 2006 |

**Item 16: Appointment of Member, Australian Mathematics Trust Board**

***Resolution C104/14***

Council agreed to exercise its power under Section 6 of the Trust Deed and appointed Ms Anne Holmes to the Board of the Australian Mathematics Trust for the period 2 April 2006 – 1 April 2009.

**Item 17: Professorial and other senior appointments; other matters**

Council received and noted a report on the appointment of Adjunct and Adjunct Associate Professors of the University.

**Appointment of Adjunct Professors**

| <i>Family Name</i> | <i>Given Name</i> | <i>Adjunct Professor of</i>           | <i>Period</i>      |
|--------------------|-------------------|---------------------------------------|--------------------|
| Kyd                | Janelle           | Health Sciences                       | 11/2/06 - 10/02/09 |
| Lennard            | Chris             | Forensic Chemistry and Criminalistics | 1/1/06 - 31/12/08  |
| Pech               | Roger             | Ecological Modelling                  | 5/12/05 - 31/12/08 |

### **Appointment of Adjunct Associate Professors**

| <i>Family Name</i> | <i>Given Name</i> | <i>Adjunct Associate Professor of</i>      | <i>Period</i>     |
|--------------------|-------------------|--|-------------------|
| Egloff             | Brian             | Anthropology and Cultural Heritage Studies | 1/1/06 - 31/12/08 |

## **Item 18: Items brought forward by individual Council Members**

### **18.1 Succession Planning**

The minute for this item is recorded in the confidential minutes book.

The meeting closed at 5.15 pm.

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