Purpose

To report to Council on the changes to the constitution of UNE Foundation Limited (UNEF).

Recommendation Mr Brendan Peet, Chief Legal and Governance Officer

That Council:

(1) NOTE the Report on UNE Foundation Changes to Constitution #13437; and
(2) APPROVE the changes to the constitution of UNE Foundation Limited as set out in this report; and
(3) ACKNOWLEDGE that the power granted to the UNE Council to remove and replace UNEF directors and/or members is intended to be a reserve power to be used only in extreme circumstances, and that in the normal course of events the UNEF will self-manage the composition of its board and members.

Executive Summary

The changes to the UNEF constitution are summarized as follows:

- The removal of fundraising from the stated objects of the UNEF;
- The granting to the UNE Council of a reserve power to remove and replace the UNEF directors and/or members;
- The insertion of a condition making any future changes to the constitution subject to UNE Council approval;
- The amendment of clauses relating to the maximum consecutive terms a director may serve, to reflect the special resolution passed by the members earlier in 2013 which increased the maximum number of terms from 2 to 3.

The changes to the constitution are set out in Attachment 1.

At the time of writing this report the changes are to be submitted for approval to a general meeting of the UNEF members to be held on 26 November 2014.
Key Information

UNEF

The UNEF is a public company limited by guarantee. It currently has seven members, who are also directors of the company. They are:

- Geoffrey Bradfield Fox
- Geoffrey Charles Gorrie
- James Gerard Barber
- Kerrie Colleen Murphy
- Janine Therese Wilson
- Caroline Pauline Marjorie Ralph
- Paul Hunter Barratt

Under the constitution of UNEF the directors have the power to appoint and remove members, and the members have the power to appoint and remove directors.

Change re fundraising

The UNE Council resolved at its October 2013 meeting that the Director responsible for the fundraising and alumni relations functions would report through management to the Vice Chancellor – see Attachment 1. The UNE Council requested that the UNEF amend its constitution to reflect this, and the changes set out in this report give effect to this request.

Change re removal and replacement of directors and/or members

In relation to the removal and replacement of directors and/or members, the changes to the constitution of UNEF grants the UNE Council the power to remove and replace all or any of the directors and/or members.

This is intended to be a reserve power, to be used only in extreme circumstances where the UNEF is not fulfilling its objects and the UNE Council needs to intervene. It may be that the power does not ever need to be exercised.
The directors/members of the UNEF expect that in the normal course of events its will self-manage the composition of its board and members. However, the granting of the reserve power for the UNE Council to intervene is recognition of the fact that the UNEF is the trustee of millions of dollars in funds that have been donated for the benefit of the University. In the unlikely event that the UNEF board/members become dysfunctional or derelict in its duties, then a “circuit/breaker” is required to enable the UNE Council to restore order.

**Change re approval to amend constitution**

This change is self-explanatory.

**Changes re maximum terms of a director**

Earlier in 2013 the UNEF passed a special resolution in accordance with clause 24.1(c) extending the maximum number of consecutive terms a director may serve, from 2 to 3 – see Attachment 3.

This change to the constitution embeds the maximum number of terms in the constitution, so that a reader does not need to have reference to the special resolution. The change does not alter the situation in practice (this was done with the earlier special resolution of UNEF).

**Attachments**

Attachment 1 – Changes to the UNEF constitution

Attachment 2 – Extract of Council Confidential Minutes 23 August 2013

Attachment 3 – Extract of the UNEF minutes – special resolution under clause 24.1(c) of the UNEF constitution
Attachment 1 – Changes to the UNEF constitution

UNE Foundation Limited

Proposed amendments to constitution

- Amend clause 2.1(b) by:
  Deleting the words:
  
  To raise funds...
  And replacing them with:
  
  To hold funds raised that are...

- Insert a new Clause 51 to read as follows:

  51 Powers of the University Council

  51.1 If members of the Council are of the opinion that the Directors and/or Members of the Company should be changed to pursue the objects of the Company then the Council may by resolution:

  (a) remove all or any of the Directors and/or Members of the Company; and

  (b) appoint such persons as Directors and/or Members of the Company, as the Council sees fit and resolution will have the effect of removing and appointing the Directors and/or Members of the Company as specified in the resolution.

  51.2 This Constitution must not be amended unless the Council has passed a resolution approving the proposed amendments.

  51.3 If there is any conflict or inconsistency between this clause 51 another clause of this Constitution, then to the extent of the conflict or inconsistency this clause 51 will prevail and the other clause will be interpreted accordingly.

- Amend clause 5.2 by inserting the following words at the beginning of the clause:

  Subject to clause 51,

- Amend clause 23.3 by inserting the following words after the words “clauses 24.1(b)”:

  , clause 51

- Amend clause 26.1(c) by deleting the words:
after serving 2 consecutive terms in office

and replacing them with

after serving 3 consecutive terms in office

• Amend clause 24.1(c) by deleting the words
determine the number of consecutive terms after which a retiring director will be ineligible for re-election for the purposes of clause 26.1(c)

and replacing them with

intentionally deleted
Council:
1. NOTED the Fundraising and alumni relations functions report #13343;
2. ENDORSED the Vice Chancellor’s recommendation that the most appropriate structure for the Director responsible for fundraising and alumni is to report through management to the Vice-Chancellor;
3. REQUESTED the UNE Foundation Limited to amend its objects to clarify that the fundraising and alumni functions are performed by University management; and
4. REQUESTED that the Vice Chancellor, in consultation with the Chair of the UNE Foundation Limited, allocate an appropriate annual amount to the UNE Foundation Limited to fund a fractional position to provide company secretarial/administrative support to the board of the UNE Foundation Limited.
ITEM 4.1 UNE Foundation Changes to Constitution #13437

Council OPEN Meeting – 6 December 2013

Attachment 3 – Extract of the UNEF minutes – Director’s Meeting September 2013

ITEM 5.1 – special resolution under clause 24.1(c) of the UNEF constitution

5.1 Election of Paul Barratt to the UNE Foundation Board

Geoff Fox proposed the following special resolution:

“That the Company resolves by special resolution pursuant to clause 24.1(c) of the
constitution, that the number of consecutive terms after which a retiring Director will be
ineligible for re-election for the purposes of clause 26.1(c), shall be three (3) consecutive
terms.”

Seconded by Kerrie Murphy. All Directors in favour. - accepted

Geoff Gorrie proposed the additional resolution, as follows:

“That the Company resolves pursuant to clause 27.1 of the constitution to elect Mr Paul
Hunter Barratt of 38 Claremont Avenue, Malvern VIC 3144 as a Director of the Company
to fill the office vacated by Mr Barratt on 7 May 2013.”

Seconded By Caroline Ralph. All Directors in favour. - accepted
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**Purpose**

To provide Council with a copy of the University's Business Plan for 2014.

Origin of report: Item Brought Forward from Council’s Open Workplan (was March 2014).

**Recommendation**

**Prof Jim Barber, Vice-Chancellor**

Council is asked to NOTE the 2014 Business Plan, Report #13462.

**Executive Summary**

A public version of the detailed 2014 Business Plan recently approved by Council has been developed that will provide external stakeholders with a higher level synopsis of planned activities in 2014.

**Key Information**

At its most recent meeting, Council approved the 2014 UNE Business Plan incorporating the 2014-16 budget. The approved Business Plan is a highly detailed document with specific information about the plans and financing of individual business units - a level of detail that is fitting for its internal strategy formulation and accountability purposes. There is benefit in also producing a public version of the business plan that provides a higher level consolidation of planned activity in 2014 which provides external stakeholders with a clear and concise synopsis of the 2014 priorities.

The 2014 UNE Business Plan has adopted the strategic priorities established within the refreshed UNE Strategic Plan 2011-2015 as an organising framework. Within this framework, the Business Plan includes examples of the specific activities that will be undertaken in 2014 and the outcomes that will be achieved.

The 2014 UNE Business Plan is primarily a document for our external stakeholders.

**Evaluation of Options**

Not applicable.

**Strategic Alignment**

The 2014 UNE Business Plan is a key university planning document that is aligned with the refreshed UNE Strategic Plan 2011-2015. It provides our external stakeholders with a good picture of the major activities that the University will be undertaking during 2014 in advancing our strategic plan.
**Budget/Financial Implications**

Subject to Council approval of the University’s Capital Plan and Budget 2014-16, the activities and outcomes that are described in the 2014 UNE Business Plan are fully funded.

**Risk Management and Implications**

Not applicable.

**Accountability**

The 2014 UNE Business Plan includes a number measures that are aligned with the key performance indicators within the refreshed UNE Strategic Plan 2011-2015.

**Attachments**

2014 UNE Business Plan
UNE DRAFT 2014 BUSINESS PLAN (VERSION FOR EXTERNAL STAKEHOLDERS)

The University of New England is a regionally based, globally networked university that is renowned for the quality of its student experience, the excellence of its research, its commitment to innovation and inclusivity and its responsiveness to the aspirations of our students, staff, partners, and the New England community. UNE will deliver a distinctive student experience characterised by a formative on-campus student tradition and academic culture, accessible education and service delivery, and research that is relevant to the communities it serves.

OUR STRATEGIC PRIORITIES

1: To distinguish ourselves by the quality of our student experience

1.1 Strengthen engagement with students

The University will provide a high quality and consistent student experience regardless of how and when our students choose to engage with us.

In 2014, we will, for example:
- expand the UNE FutureCampus network, by upgrading the existing Regional Study Centre in Tamworth.
- strengthen the range of student outreach and regional engagement programs that we offer, including our interactions with high schools.
- implement the UNE brand strategy to improve our engagement and success with students in the higher education market.

1.2 Enhance the student residential experience

The University will work to retain its reputation as an outstanding on-campus and collegiate experience for students.

In 2014, we will, for example:
- complete construction of the new residential college in Armidale to provide students with modern living facilities and a new option in on-campus residential accommodation.
- refurbish Robb College to provide students with a better standard of accommodation whilst preserving the College’s recognised architectural heritage value.

1.3 Build international engagement

The University recognises that international engagement enriches all students, academic programs and research at UNE. It is also the catalyst for developing strong relationships with international partners and provides opportunities for collegial research, business development and capacity building.

In 2014, we will, for example:
- develop and commence implementation of a university-wide internationalisation strategy.
- proactively seek new international partnerships and opportunities, particularly in the Asia-Pacific region.
- host and attend national and international academic conferences in a range of disciplines including food security and environmental law, for example.

1.4 Enhance learning and teaching

The University will provide modern infrastructure and educational environments to ensure our graduates are workplace ready to meet the regional, national and global demand for skilled workers. We will also encourage, recognise and reward excellence in learning and teaching.

In 2014, we will, for example:
- complete construction of the Tablelands Clinical School in Armidale and open it for clinical placements and medical education experience in a rural health environment.
- commence construction of the Agricultural Education Building in Armidale and achieve all 2014 project milestones associated with the Integrated Agricultural Education Project.
- complete the rollout of Microsoft Lync 2013 to allow students and staff to collaborate and communicate anytime from virtually anywhere, including via instant messaging, video conferencing and voice calls.
- establish the UNE SmartFARM (sustainable, manageable and accessible rural technologies) as a national demonstrator site to showcase the latest on-site technologies for Australian farms.

We will use the following measures to gauge our success in this priority area:

- student load in coursework programs
- student satisfaction levels
- student retention rates
- international student load
- student residences occupancy rate
2: To adopt innovative educational technology in support of student learning

2.1 Develop innovative partnerships and learning solutions
The University will develop educational partnerships that align with UNE’s strength in online learning and enable UNE to continue to lead the nation in the innovative use of educational technology for distance education. We will also enhance the quality of our course offerings through embracing new technologies.

In 2014, we will, for example:
- continue the courseware redevelopment project; with 1,500 units to be audited and enhanced (where necessary) to meet the UNE Moodle standard for online curriculum design.
- continue our partnership with the University of Western Sydney to offer UWS students a broad range of units via external enrolment.
- work in co-operation with other regional universities to achieve improved educational outcomes for regional students.

We will use the following measures to gauge our success in this priority area:
- student load in online coursework programs
- student load from Western Sydney
- student retention rates
- student satisfaction levels

2.2 Lead with online learning technology
The University will employ sustainable and robust technologies that support teaching and learning. The UNE FutureCampus at Parramatta will remain central to our presence in Western Sydney and act as a developmental platform for the expansion of the FutureCampus to other locations.

In 2014, we will, for example:
- expand the UNE FutureCampus network, by upgrading the existing Regional Study Centre in Tamworth.
- enhance the UNE FutureCampus at Parramatta to showcase UNE and promote our use of educational technology in Western Sydney.
- increase our already considerable investment in audio-visual and wireless technology to support effective teaching and learning
3: To achieve international distinction in all our specialist fields of research

3.1 Grow Higher Degree Research student load
The University will develop and implement strategies to grow Higher Degree Research (HDR) student load (particularly from both Indigenous and international communities) and improve HDR completion rates.

In 2014, we will, for example:
- implement a strategy to improve the completion rate of students undertaking Higher Degree by Research programs.
- actively promote Higher Degree Research hardship and participation scholarships.
- continue to offer UNE International Postgraduate Research Scholarships.
- offer staff development programs to increase the number of qualified HDR supervisors.

We will use the following measures to gauge our success in this priority area:
- student load in Higher Degree by Research programs
- average PhD completion duration
- total value ($) of submitted National Competitive Grants (Category 1)
- successful number of National Competitive Grants

3.2 Improve research productivity and outcomes
The University will review its research performance and develop a strategy to achieved improved research outcomes. We will nurture and support high performing research specialisations, upgrade our research facilities, and assist academic staff to achieve improved research grant success.

In 2014, we will, for example:
- implement a strategy to improve our research performance rankings from the ERA 2015 assessment.
- provide University Research Seed grants (URS) to assist in the development of high quality research project proposals.
- continue a range of funding schemes to provide financial assistance and support to research staff.
4: To maximise access to a quality higher education

4.1 Support Indigenous students
The University will prioritise the recruitment and retention of Indigenous students, particularly from the New England region. Strategies to support Indigenous students to undertake HDR study and to combine study with employment will also be developed.

In 2014, we will, for example:

✓ continue to offer the TRACKS preparation program to assist Indigenous students with the development of study skills and their transition to mainstream university courses.
✓ initiate the Vice-Chancellor’s Aboriginal and Torres Strait Islander Fellowship Scheme.
✓ commence implementation of the UNE Aboriginal Employment Strategy to assist Indigenous students to bridge the gap between learning and employment.

4.2 Build alternative entry pathways
The University will establish partnerships with other education providers to build new pathways to higher education, and offer new technologies, that maximise the opportunity for participation and success by under-represented groups in the community.

In 2014, we will, for example:

✓ offer a number of new dual sector qualifications in agriculture, health and community services in partnership with the New England Institute of TAFE.
✓ continue to offer the Pathways Enabling course to provide students with the skills and knowledge required for entry to most UNE undergraduate degrees.
✓ continue our partnership with the University of Sydney to provide an attractive alternative entry pathway for students.

We will use the following measures to gauge our success in this priority area:

✓ participation by Indigenous Australians and other identified under-represented groups
✓ engagement by Indigenous Australians and other identified under-represented groups
✓ achievement by Indigenous Australians and other identified under-represented groups
✓ attainment by Indigenous Australians and other identified under-represented groups
5: To be a well-managed organisation that meets the expectations of students and staff

5.1 Improve organisational services
The University will streamline academic and administrative processes to respond to our changing environment. UNE will adopt technological solutions to increase our efficiency and effectiveness and promote a culture that provides a high quality and consistent experience for students, staff and external stakeholders.

In 2014, we will, for example:
- improve our capacity for evidence-based decision making through the roll-out of new data analysis and reporting tools.
- continue to upgrade IT infrastructure to provide high quality services for teaching, research and administration.
- continue the implementation of an effective workforce planning framework.

5.2 Manage organisational resources
The University will establish an integrated approach to strategic management activities that brings together university-wide planning, resourcing, performance reporting, risk management and compliance. A range of other organisational initiatives to improve our preparedness for the changing higher education market will also be undertaken.

In 2014, we will, for example:
- undertake the necessary preparation for re-registration by the Tertiary Education Quality and Standards Agency (TEQSA).
- establish a strategic framework for managing the University’s assets.
- review and rework (where necessary) all UNE courses and units to achieve compliance with the Australian Qualifications Framework.

5.3 Engage with our stakeholders
The University will proactively manage our engagement with new and existing partners and stakeholders to consolidate our place in the Australian higher education sector. UNE will conduct open and transparent communication with our students, staff and external stakeholders.

In 2014, we will, for example:
- develop and implement a corporate communications strategy to improve our level of community engagement.
- extend our strategic media communications function within a broader external relations portfolio.
- monitor, advise and seek to influence high education public policy debate.

We will use the following measures to gauge our success in this priority area:
- net result as a percentage of revenue
- growth in operating profit and size of structural surplus
- staff and stakeholder satisfaction
- diversity of revenue streams
Purpose

For the board of UNE Foundation Limited (UNEF) to report to Council on its operations and governance, including the following matters:

- The documented and up-to-date corporate or business strategy containing achievable and measurable performance targets (see S.16A UNE Act);
- The alignment of the strategy with the University’s strategic plan;
- The performance of UNEF against that strategy and performance targets;
- The risk management systems UNEF has in place for managing the risks associated with its operations;
- Significant risks that have been identified and the risk treatments;
- The governance of UNEF, including (see S.16A UNE Act):
  - The composition of the board, including the extent to which it possesses the expertise and experience necessary to provide proper stewardship and control;
  - Whether the board comprises at least some directors who are not staff, students or Council members of the University;
  - The governance principles adopted by UNEF.

Source: Council Work Plan 2013

Recommendation

Dr Geoffrey Fox, Chair UNE Foundation

Council is asked to NOTE the Report by Controlled Entity UNE Foundation #13428.

Executive Summary

Several presentations to Council and its Finance Committee these past six months have resulted in important changes to the relationship between UNE and UNE Foundation. At the meeting on 23 August 2013, Council resolved to incorporate the fundraising function in the Office of Advancement and Alumni. Also, following a thorough analysis of the Myer Foundation investment performance for the three years since its appointment by UNEF the Finance Committee and Council confirmed an earlier Council decision to use the Myer Family Company as the investment adviser for all donor accounts held within UNE (some $4.1M) as well as those currently invested via UNE Foundation (some $7M). The UNE Foundation investments have exceeded the required return on investment of CPI+3%. An extract from #13316 UNE Foundation Investments (Finance Committee September 2013) is attached.
The 26 November 2013, UNE Foundation members amended the Constitution (refer Attached copy of special resolution) to reflect the change in fundraising responsibilities from raising funds to holding funds raised and it affirmed and strengthened Council’s power to remove and appoint Directors to the Board of UNE Foundation under special circumstances.

The Office of Advancement and Alumni is currently recruiting a part-time Administrative Assistant for the administrative and compliance support of UNE Foundation. Two Board members will also be sought to fill current vacancies and strengthen investment and financial skills.

**Key Information**

1. **Strategy and Targets**

UNE Foundation’s principal responsibility is management and investment of donor funds to meet the requirements of the University and donors. The UNE Foundation has a close and effective working relationship with UNE CFO, Michelle Clark and her staff, and on legal and governance matters with UNE Chief Legal and Governance officer, Brendan Peet and the Office of Advancement and Alumni. The Vice-Chancellor is a Member and Director of the Board. The UNE Foundation Board Chairman is in frequent contact with the Myer Family Company to review monthly and quarterly reports following advice from the Board Investment Committee and the Board.

As a controlled entity of UNE the UNE Foundation is governed by the UNE Foundation Constitution, the UNE Foundation Trust Deed, UNE Controlled Entities Policy and Guidelines, the UNE Financial Management Rules document and it has a Foundation Investment Charter and Investment Committee Policy document. The latter will be reviewed early in 2014, particularly to establish the medium/long-term sustainability of activity funding levels.

The strategic plan for fundraising is being prepared in the Office of Advancement and Alumni following Anita Taylor’s recent appointment as Director. This is expected to lead to efficiencies in the way the Foundation and Myer manage donor funds (the Immediate and Perpetual pools) and the six-monthly drawdown of investment accounts.

The UNE Foundation Board has also agreed to the development of a Governance Manual, which will detail such things as the activities of the Board, responsibilities, compliance and delegation matters, etc.

2. **Performance**

Consistent with the recent update of UNE’s Financial Management Rule, the Foundation’s performance criteria is a return on investment of CPI + 3% (rolling average over five year periods).
The attached Myer Family Company Quarterly September 2013 Report shows the performance of the portfolio. The table below indicates that overall return on investment has exceeded CPI+3% for the three years since Myer Family Company’s appointment.

<table>
<thead>
<tr>
<th></th>
<th>3 months</th>
<th>1 year</th>
<th>Since Inception</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPI: CPI +3%</td>
<td>1.3%</td>
<td>4.6%</td>
<td>5.4%</td>
</tr>
<tr>
<td>UNE Foundation Portfolio</td>
<td>3.8%</td>
<td>10.0%</td>
<td>6.9%</td>
</tr>
<tr>
<td>Composite Benchmark</td>
<td>5.6%</td>
<td>12.4%</td>
<td>7.7%</td>
</tr>
</tbody>
</table>

Please note the underperformance to other composite benchmarks is due to lower returns associated with a strong focus on conservative positioning of the portfolio in line with risk management requirements for the preservation of capital and low levels of income volatility.

UNE in a Services Agreement with UNE Foundation (in process of being updated) provides all administrative and services support to the UNE Foundation. This ensures that all funds raised from donors is fully invested and applied to the requested donors’ purposes. This arrangement is a strong incentive for donor support. UNE provides for the following UNE Foundation expenses:

<table>
<thead>
<tr>
<th>UNE Expenses paid for UNEF</th>
<th>YTD Actual</th>
<th>Annual Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumables</td>
<td>620</td>
<td>3,900</td>
</tr>
<tr>
<td>Fees</td>
<td>667</td>
<td>5,550</td>
</tr>
<tr>
<td>Travel and Accommodation</td>
<td>2259</td>
<td>13,478</td>
</tr>
<tr>
<td>Incidental</td>
<td>1202</td>
<td>5,700</td>
</tr>
<tr>
<td>Finance and Administration</td>
<td>8,153</td>
<td>14,500</td>
</tr>
<tr>
<td></td>
<td>$12,902</td>
<td>$43,128</td>
</tr>
</tbody>
</table>

The 2014 Foundation budget is anticipated to be about the same as that for 2013. Any variations will depend on the levels of service UNE agrees to provide the foundation, particularly for audit, legal advice and the provision of a part-time company secretary/administrative position. Concerning the latter, UNE HR is in the process of preparing a job description and KPIs for agreement with the Foundation; then will followed recruitment and hopefully an appointment made early in the New Year. In the interim the Office of Advancement and Alumni will continue to provide support to the UNE Foundation.

3. **Risk Management**

UNE Foundation relies on the Myer Family Company to invest the UNE Foundation funds within agreed risk management parameters to provide a stable source of income and preserve donor capital. As noted earlier this often reduces optimal returns on investments.
The Myer Family Company September 2013 Quarterly Report elaborates several aspects of risk management agreed with Myer Family Company, and the outcomes to date:

**Risk Objective:**
Invest in risk assets with the aim to generate higher long term returns that meet Foundation requirements for the maintenance of purchasing power and protection of nominal capital value.

**Risk Outcome:**
*Satisfied over all timeframes since inception. Risk management has been at the forefront of the portfolio positioning decisions and volatility has been far lower than that of the composite benchmark.*

**Risk Objective:**
No tolerance for donor capital losses or failure to meet the agreed six month drawdown of funds requests agreed by Myer, the Foundation and Finance Directorate.

**Risk Outcome:**
*Satisfied over all timeframes since inception. The nominal capital value has not fallen in value at any point since investments commenced. The portfolio comprises at call cash and cash deposits with Tier 1 Australian banks to ensure there is low volatility in returns and minimal downside risk.*

4. **Governance**

Current Board members are:

Dr Geoffrey Fox (Chairman)
Professor James Barber*
Mr Paul Barratt (external appointment)
Mr Geoff Gorrie (external appointment)
Ms Kerrie Wilson (external appointment)
Ms Caroline Ralph (external appointment)
Ms Janine Wilson (external appointment)

*UNE CFO Ms Michelle Clark is alternative director for the Vice-Chancellor and has attended meetings on his behalf.


On 26 November the Board appointed Mrs Anita Taylor as company secretary, pending the recruitment of the UNE Foundation Administrative Assistant.
The UNE Foundation Constitution provides for nine (9) members. At its 26 November 2013 meeting, the Board identified the following skills, expertise, gender and background gaps:

- Financial portfolio investment and management.
- Institutional investment for a not-for-profit company – governance, audit, and risk management to achieve preservation of capital in real terms.
- Geographical – Western Australia, South Australia and Queensland

The two (2) vacancies are to be filled following a recruitment process seeking suitably skilled candidates.

**Attachments**

UNE Foundation - Copy of Resolution

Myer Family Quarterly Report – September 2013

Extract from #13316 UNE Foundation Investments (Finance Committee September 2013)
EXTRACT FROM FINANCE COMMITTEE REPORT #13316 UNE FOUNDATION INVESTMENTS:

Summary of investment returns

Market valuation performance evaluation

The four year rolling average return since inception to June 2013 and asset allocation by investment portfolio, as at 30 June 2013 are summarised below against the benchmarks proposed by MFCo and agreed by the Foundation. This demonstrates MFCo have exceeded the benchmark investment returns and are progressively moving towards their optimum diversified mix of investments. It should be noted that the Immediate benefit pool was established from January 2010; whereas the Perpetual benefit pool was established in July 2010.

<table>
<thead>
<tr>
<th>Investment portfolio</th>
<th>Market rate of return</th>
<th>MFCo benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immediate benefit pool</td>
<td>4.9%</td>
<td>UBS Bank Bill: 4.3%</td>
</tr>
<tr>
<td>Perpetual benefit pool</td>
<td>6.2%</td>
<td>CPI + 3%: 5.5%</td>
</tr>
</tbody>
</table>

Accounting rates of return and UNE Investment Policy Asset Allocation

When assessing performance using the rolling accounting rates of return (ARR) by investment class from January 2010 to June 2013, the investment funds are within 0.5% of the policy benchmark of CPI plus 3 per cent. The MFCo policy benchmarks are measured at market value and therefore caution needs to be applied in comparing the accounting rate of return performance which is based on book value (ie, historic values and month-end market value).

In comparing the asset allocations as at 30 June 2013 to the ranges defined in the University’s Investment Policy for long term investment portfolios, the differences reinforce the deliberate capital preservation objective of the Foundation funds.

<table>
<thead>
<tr>
<th>Investment class</th>
<th>Accounting rate of return (book value)</th>
<th>Policy benchmark (market value)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash deposits</td>
<td>4.6%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Fixed interest trusts</td>
<td>5.1%</td>
<td>7.8%</td>
</tr>
<tr>
<td>Domestic equity funds</td>
<td>7.1%</td>
<td>9.7%</td>
</tr>
<tr>
<td>Overseas equity funds</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Overall performance</td>
<td>5.1%</td>
<td>5.5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Asset allocation at 30 June 2013</th>
<th>UNE Policy benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash – 100%</td>
<td>Cash – 100%</td>
</tr>
<tr>
<td>Cash – 44% Fixed interest – 21%</td>
<td>Cash – 2%</td>
</tr>
<tr>
<td>Cash – 48% Equities – 50%</td>
<td>Equities – 50%</td>
</tr>
<tr>
<td>Overall performance</td>
<td>Overall performance</td>
</tr>
</tbody>
</table>

83.0% (50% – 70%)
10.0% (20% - 45%)
0.0% (0% - 5%)
100.0% (100.0%)
COPY OF SPECIAL RESOLUTION OF MEMBERS ON 26 NOVEMBER 2013:

That the UNE Foundation Limited Constitution be AMENDED as follows:

- Amend clause 2.1(b) by:
  Deleting the words:
  To raise funds...
  And replacing them with:
  To hold funds raised that are...

- Insert a new Clause 51 to read as follows:

51 Powers of the University Council

51.1 If members of the Council are of the opinion that the Directors and/or Members of the Company should be changed to pursue the objects of the Company then the Council may by resolution:
  (a) remove all or any of the Directors and/or Members of the Company; and
  (b) appoint such persons as Directors and/or Members of the Company, as the Council sees fit and resolution will have the effect of removing and appointing the Directors and/or Members of the Company as specified in the resolution.

51.2 This Constitution must not be amended unless the Council has passed a resolution approving the proposed amendments.

51.3 If there is any conflict or inconsistency between this clause 51 another clause of this Constitution, then to the extent of the conflict or inconsistency this clause 51 will prevail and the other clause will be interpreted accordingly.

- Amend clause 5.2 by inserting the following words at the beginning of the clause:
  Subject to clause 51,

- Amend clause 23.3 by inserting the following words after the words “clauses 24.1(b)”:
  , clause 51

- Amend clause 26.1(c) by:
  deleting the words:
  after serving 2 consecutive terms in office
  and replacing them with:
  after serving 3 consecutive terms in office

- Amend clause 24.1(c) by:
  deleting the words:
  determine the number of consecutive terms after which a retiring director will be ineligible for re-election for the purposes of clause 26.1(c)
  and replacing them with:
  [intentionally deleted]
Background on UNEF’s investment portfolios

- UNE Foundation commenced its relationship with MFCo in late 2009
- Prior to this, the University had assets invested in cash and term deposits and did not segregate assets by purpose
- Following MFCo’s engagement, underlying sub-accounts were audited by UNEF to ensure that the underlying purpose, drawdown needs and capital expectations were understood, documented and reflected in the investment strategy
- The investment policy was developed based on these needs, with assets split across two separate portfolios:

<table>
<thead>
<tr>
<th>Immediate Benefit Pool</th>
<th>Perpetual Benefit Pool</th>
</tr>
</thead>
<tbody>
<tr>
<td>• for donors wishing their donation to be spent over defined period or for ‘at-call’ sub-accounts where the foundation has no discretion</td>
<td></td>
</tr>
<tr>
<td>• distributions likely to exceed income (as some sub-accounts are intended to be exhausted after a fixed term)</td>
<td></td>
</tr>
<tr>
<td>• nominal capital value must not fall</td>
<td></td>
</tr>
<tr>
<td>• cash</td>
<td></td>
</tr>
<tr>
<td>• for donors wishing to add to the endowment corpus</td>
<td></td>
</tr>
<tr>
<td>• income to be distributed sustainably</td>
<td></td>
</tr>
<tr>
<td>• real capital base to be preserved</td>
<td></td>
</tr>
<tr>
<td>• balance 3 factors: maintaining purchasing power of capital, limiting nominal capital losses and distributing income for university needs</td>
<td></td>
</tr>
<tr>
<td>• target return of CPI + 3%pa over rolling 5 years</td>
<td></td>
</tr>
<tr>
<td>• cash, high grade fixed interest, equities</td>
<td></td>
</tr>
</tbody>
</table>

- The Perpetual Benefit Pool was progressively invested to the conservative end of its policy ranges
- The Immediate Benefit Pool continues to be invested in cash and cash deposits
Revised Investment Policy Statements

In July 2013, draft investment policies were provided to the UNEF for review and consideration. Upon receiving feedback in response to these drafts, we provided updated policy drafts on 23 September 2013. The changes included the below:

- The commentary regarding investment purpose and neutral allocations for the perpetual benefit pool was been amended as suggested.
- A reference page explaining the portfolio construction terminology (nominal capital risk, stable cash flow, market risk, aspirational, diversifiers) was included as an appendix for the perpetual benefit pool policy for easy reference by Investment Committee members and others at UNE who refer to the policies. This appendix was excluded from the Immediate Benefit Pool policy as the portfolio is entirely invested in nominal capital risk but can be included if you wish.
- Monthly and quarterly reporting:
  - Immediate Benefit Pool: Portfolio reporting will be provided monthly (by the 5th business day) and portfolio performance will be reported quarterly (within 5 weeks of quarter end).
  - Perpetual Benefit Pool: Portfolio reporting will be provided monthly (by the 5th business day with updates provided until final prices are obtained from fund managers, which is expected to be no later than the 15th business day) and portfolio performance will be reported quarterly (within 5 weeks of quarter end).
- If there is a specific date by which you require reports we can always provide you with reports at that date with a footnote stating the prices/information that has not been updated.
- The timing of the annual reporting is dependant on receiving the annual tax distribution statements from fund managers and processing and reconciling these internally. There are times when this can be done quite quickly and other times when, depending on the fund managers, this can extend into October.
- The annual tax reports for FY13 were provided on 25 September 2013. In future years if you require these details earlier we can provide you with an interim report and then a final update. You would then be able to lodge an initial application for a refund of franking credits and lodge a separate application for the balance of franking credits where information is lagging from fund managers.
- Protocols regarding approval were highlighted in yellow for review and input from Brendan when he returns from leave.
- Please confirm the approval protocols are satisfactory and review the IPS changes for both portfolios before signing and returning.
### Immediate Benefit Pool

Review of performance against return objectives, risk tolerance and income needs

- **Purpose of portfolio**: Donors wishing their donation to be expended over a short period and/or with no capital risk

<table>
<thead>
<tr>
<th>Policy objective</th>
<th>Satisfied?</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Returns</strong></td>
<td></td>
<td>Exceeded UBS Bank Bill Index &amp; inflation over all timeframes</td>
</tr>
<tr>
<td>Not benchmark aware (the capital protection and liquidity requirements for drawdowns are primary objectives) Measure relative to the UBS Bank Bill Index for market-based comparison</td>
<td></td>
<td>3 mths</td>
</tr>
<tr>
<td>Portfolio</td>
<td></td>
<td><strong>Portfolio</strong></td>
</tr>
<tr>
<td>UBS Bank Bill Index</td>
<td></td>
<td><strong>UBS Bank Bill Index</strong></td>
</tr>
<tr>
<td>CPI</td>
<td></td>
<td><strong>CPI</strong></td>
</tr>
<tr>
<td><strong>Risk</strong></td>
<td></td>
<td>Satisfied over all timeframes. The nominal capital value has not fallen in value at any point in time. The portfolio comprises at call cash and cash deposits with major Australian banks to ensure there is no volatility in returns and very minimal downside risk</td>
</tr>
<tr>
<td>No tolerance for capital losses or for funds to not be available when required</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Drawdowns</strong></td>
<td></td>
<td>Satisfied each semester. The semester 1 drawdown was paid in July 2013 with $475k being funded from the Immediate Benefit Pool. Historically over CY2009-2012 $500-800k pa has been drawn from the Immediate Benefit Pool of which approx. $240-500k has been funded from the corpus and the balance from donor invoices (added and withdrawn in the same year).</td>
</tr>
<tr>
<td>To be funded as required. As a guide, expect approx. $700m-$1m pa across both portfolios, with a portion being funded through donor invoices (added to and withdrawn from the portfolio in the same year)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Perpetual Benefit Pool
Review of performance against return objectives, risk tolerance and income needs

- **Purpose of portfolio**: Build endowment corpus with income distributed at a sustainable level to preserve long-term real capital

<table>
<thead>
<tr>
<th>Policy objective</th>
<th>Satisfied?</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Returns</strong></td>
<td>![Checkmark]</td>
<td>Exceeded CPI+3% over 3 mths, 1 year and since inception. Underperformed relative to composite benchmark due to strong focus on risk management (and consequent conservative positioning of the portfolio)</td>
</tr>
<tr>
<td>CPI+3% over rolling 5 year periods</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Measure relative to the Composite Benchmark for market-based comparison (comprising 2% UBS Bank Bill Index, 48% UBS Composite Bond Index, 50% ASX300 Accumulation Index)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Risk</strong></td>
<td>![Checkmark]</td>
<td>Satisfied over all timeframes. Risk management has been at the forefront of the portfolio positioning decisions and volatility has been far lower than that of the composite benchmark.</td>
</tr>
<tr>
<td>Prepared to invest in risk assets with aim of generating higher long term returns</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Require a balance between maintenance of purchasing power and protecting nominal capital value</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Drawdowns</strong></td>
<td>![Checkmark]</td>
<td>Satisfied each semester. The semester 1 drawdown was paid in July 2013 with the drawdown from the Perpetual Benefit Pool totaling $65k. Historically over CY2009-2012 up to $100kpa has been drawn from the Perpetual Benefit Pool</td>
</tr>
<tr>
<td>To be funded as required. Drawdowns intended to be kept at a sustainable level to preserve the endowment corpus in line with a perpetual intention</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Portfolio Composition
as at 30 September 2013

Immediate Benefit Pool

- Cash: 41,137 (1%)
- Term Deposits: 3,602,016 (99%)

Perpetual Benefit Pool

- Cash: 91,192 (3%)
- Term Deposits: 1,478,858 (41%)
- Perpetual Pure Value Share Fund: 578,148 (16%)
- MF Charities Equities Fund: 372,138 (10%)
- Merlon Premier Aust Share Income Fund: 379,035 (10%)
- Perennial Aust Fixed Interest Trust: 742,782 (20%)

236 of 314
Asset allocation compared with investment policy ranges
Perpetual Benefit Pool  The portfolio is currently positioned conservatively

- The portfolio continues to be conservatively positioned:
  - overweight allocation to nominal capital protection, stable cash flow and aspirational outcome categories
  - underweight exposure to market risk
- Within nominal capital protection, term deposits are being used to compliment the actively managed fixed interest.
- The domestic equity managers are tilted towards active management
Immediate Benefit Pool
Portfolio performance from February 2010 to September 2013

Immediate Benefit Pool Performance

- Since inception, the portfolio has consistently outperformed its benchmark, the UBS Bank Bill Index, and Australian CPI.
- Cumulative performance since inception:
  - UNE Portfolio: 18.7%
  - UBS Bank Bill Index: 16.4%
  - Australian CPI: 9.3%

- Over the September quarter, the portfolio generated an absolute return of 0.8% (after fees) compared to the benchmark return of 0.7%.
- The portfolio has outperformed the UBS Bank Bill Index benchmark by 0.7% for the year and 0.6% pa since inception.
- The annualised absolute return achieved since inception is 4.8%.
Perpetual Benefit Pool
Portfolio performance from July 2010 to September 2013

Perpetual Benefit Pool Performance

- The portfolio has exceeded the long term target of CPI+3% (though it should be noted that this target is to be measured over rolling 5 year periods and the mandate has not been in place for 5+ years)
- The portfolio outperformed the composite benchmark from inception until August 2012 after which time the conservative positioning has achieved strong risk adjusted returns but has detracted from relative performance
- The conservative positioning has protected the corpus from the fluctuations in equity markets
- The tilt towards cash within the nominal capital protection component has dampened relative returns but provided strong risk management
- Cumulative performance since inception:

<table>
<thead>
<tr>
<th>Metric</th>
<th>Portfolio</th>
<th>Composite Benchmark</th>
<th>Australian CPI + 3%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Mth</td>
<td>1.5</td>
<td>1.3</td>
<td>0.4</td>
</tr>
<tr>
<td>3 Mths</td>
<td>3.8</td>
<td>5.6</td>
<td>1.3</td>
</tr>
<tr>
<td>1 Year</td>
<td>10.0</td>
<td>12.4</td>
<td>12.4</td>
</tr>
<tr>
<td>3 Years pa</td>
<td>6.9</td>
<td>7.8</td>
<td>5.4</td>
</tr>
<tr>
<td>Since Jul 10 pa</td>
<td>6.9</td>
<td>7.7</td>
<td>5.4</td>
</tr>
</tbody>
</table>

*Composite Benchmark* comprises UBS Bank Bill Index (2%), UBS Composite Bond Index (48%), S&P / ASX 300 Accumulation Index (50%)

Total Performance Summary (%)
### Perpetual Benefit Pool
Returns for the 12 months to 30 September 2013

**Portfolio**

- The portfolio delivered a strong absolute return of 10.05% for the year, outperforming the CPI+3% target by 5.5%. The portfolio underperformed the composite benchmark by 2.3% due to its conservative positioning which was driven by a focus on risk management.
- Domestic equities have been the strongest performing and largest contributing asset class within the portfolio with returns of 24.2% for the year to 30 September.
- For this reason, the conservative positioning of the portfolio within its policy ranges has constrained the potential upside of the portfolio. However, in light of the risk tolerance and objectives of this portfolio, the outcome for the period is good as returns have been strong and risk has been managed effectively.

---

**1 Year Returns**

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>1 Year Return</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Equivalents</td>
<td>3.34%</td>
</tr>
<tr>
<td>UBS Bank Bill Index</td>
<td>3.06%</td>
</tr>
<tr>
<td>Fixed Interest</td>
<td>2.85%</td>
</tr>
<tr>
<td>UBS Composite Bond Index</td>
<td>1.82%</td>
</tr>
<tr>
<td>Domestic Equity</td>
<td>24.23%</td>
</tr>
<tr>
<td>S&amp;P/ASX 300 Accumulation</td>
<td>23.61%</td>
</tr>
<tr>
<td>Total Portfolio</td>
<td>10.05%</td>
</tr>
<tr>
<td>Composite Benchmark</td>
<td>12.40%</td>
</tr>
</tbody>
</table>
Perpetual Benefit Pool
Nominal capital protection – returns for the 12 months to 30 September 2013

Nominal capital protection

- Tilted towards cash reflecting caution with regards bond markets and a focus on protecting capital

Cash & equivalents

- The cash component of the portfolio continues to outperform inflation as well as the UBS Bank Bill Index.
- The use of staggered duration term deposits has protected the nominal capital value and provided a total return of 3.34% over the last year compared with the UBS Bank Bill Index return of 3.06%.

Fixed interest

- The September quarter saw a volatile period in bond markets following mixed domestic economic data and continued concerns around US monetary policy. There was continued investor demand for higher-yielding securities driving returns in credit markets.
- The fixed interest manager in the portfolio, Perennial, delivered strong absolute and relative returns over the quarter amidst the volatility with credit strategies with interest rate management being a significant contributor to performance. The fund continues to outperform its market-based benchmark with an active approach to fixed interest, returning 3.94% (net of fees) for the year to 30 September 2013 vs. 1.82% of the UBS Composite Bond Index.
Perpetual Benefit Pool
Domestic equities – returns for the 12 months to 30 September

Domestic Equity

- The domestic equity component of the portfolio has outperformed its benchmark, returning 24.23% (after fees) compared to the ASX 300 Accumulation Index of 23.61%.

- Whilst each of the equities managers within the portfolio outperformed the market over the past year, the reduced allocation to equities within the portfolio has reduced the potential upside of the total portfolio.

- Perpetual Pure Value Share Fund rebounded during September to deliver a strong absolute return of 9.51% for the quarter (0.7% below the ASX 300 Accumulation Index). Over the year, the fund has outperformed the benchmark with an absolute return of 24.24% pa. It continues to be well positioned to take advantage of opportunities amidst the volatility with a current cash holding of 16% within the fund.

- The Merlon Australian Share Income Fund has benefitted from the chase for yield, with the fund returning 27.5% pa for the year (outperforming the ASX 300 Accumulation Index). The net market exposure during the last year has been approx. 69% so the additional returns have been achieved with a reduced exposure to market volatility.

- The MF Charities Equities Fund has similarly outperformed the benchmark with a return of 26.77% pa. The investment manager, Airlie Funds Management, believes stock selection is critical in the current environment and continues to employ a concentrated and active approach to stock selection focussing on company fundamentals.

Fund Manager Returns - Australian Equities

<table>
<thead>
<tr>
<th>Fund Manager/Portfolio</th>
<th>3 Mts</th>
<th>1 Yr</th>
<th>3 Yr (pa)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perpetual Pure Value Share Fund</td>
<td>9.51%</td>
<td>24.24%</td>
<td>13.56%</td>
</tr>
<tr>
<td>MF Charities Equities Fund</td>
<td>10.20%</td>
<td>26.77%</td>
<td>9.30%</td>
</tr>
<tr>
<td>Merlon Aust Share Income (NTP) Fund</td>
<td>8.47%</td>
<td>27.50%</td>
<td>11.03%</td>
</tr>
<tr>
<td>S&amp;P/ASX 300 Accum Index</td>
<td>10.28%</td>
<td>23.61%</td>
<td>8.90%</td>
</tr>
</tbody>
</table>
Recommendations – Immediate Benefit Pool

- Term deposits will continue to be managed in line with the Foundation’s liquidity needs and expected drawdown requirements.

- We have previously proposed to include a portion of high grade fixed interest within this portfolio. However, the portfolio continues to be invested in cash deposits pending the Investment Committee’s approval to change the investment strategy.

- In light of the need to obtain approval from the NSW Treasury to change fund managers in the portfolio, if there is a decision by the Investment Committee to include fixed interest within the portfolio, a submission will need to be made to the NSW Treasury before implementing recommendations for new fixed interest fund managers.

- If medium term guidance can be provided by the University and/or Foundation regarding expected drawdowns, this will allow us to manage deposits with a longer term perspective as well as recommend an appropriate allocation to fixed interest assets.
Recommendations – Perpetual Benefit Pool

- At the end of August portfolio rebalancing advice was provided to UNEF, recommending an increased allocation to Australian equities with a focus on active management and a reduction in cash/fixed interest to improve the overall yield of the portfolio.

- In summary, the recommended portfolio changes were:
  - Replace Merlon with passive exposure to top 20 stocks
  - Top up MF Charities Equities Fund to 12%
  - Reduce Perpetual weighting to 12%
  - Add Lanyon Australian Value Fund to 12% weighting

- At the time of providing the advice, we were also completing due diligence on a portfolio of managed bank loans and reviewing the appropriateness of the fund for your portfolio.

- Please see the attached rebalancing advice for a summary of the rebalancing recommendations provided in August and presentation of the bank loan manager for NSW Treasury approval.
WHOLESALE INVESTMENT ADVICE DISCLAIMER

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This advice is provided to you on the basis that you are a wholesale client within the meaning of the Corporations Act 2001. We have determined you are a wholesale client as defined. If you believe this determination is incorrect please contact us.

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Our advice has been prepared with reference to Australian law currently in effect, we accept no responsibility for any impact on our advice caused by changes to the law which may come into effect after the date of our report. We are under no obligation to update our advice herein for information provided further to the date of this advice, or other future events.

We have drawn our conclusions based on the facts and other information provided to us by you. If the facts, circumstances, assumptions or other information provided should prove to be different to that described, we note that our conclusions may change.

In this document, any reference to “we”, “us” or “our” means a reference to MFCo, its officers, employees or agents. Any reference to “you” or “your” means a reference to the MFCo client(s) named in this document and includes the permitted assigns and successors of the client(s).
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Purpose

To provide Council with an update of the activities of The Standing Committee of Convocation, including:

- Resolutions of the Standing Committee of Convocation; and
- Any significant issues.

Origin of Report – Request from meeting of Aug12 to review progress report Standing Committee of Convocation

Recommendation

Dr Jack Hobbs, Chair UNE Convocation Standing Committee

Council is asked to NOTE the Standing Committee of Convocation Report #13430.

Executive Summary

The Standing Committee Convocation is pleased to confirm that action items identified at previous meetings have been commenced and/or completed. These include most recently:

- UNE Convocation Facebook Page is now established (Link: https://www.facebook.com/pages/UNE-Convocation/271114043013458?fref=ts)
- Updating of Alumni Profiles on the new UNE Website (link: http://www.une.edu.au/info-for/alumni/meet-our-alumni)

Outstanding issue includes securing funding to visit capital cities, to create opportunities to visit with convocation members and explore sponsorship and other engagement possibilities. Discussions are continuing to resolve source of funds.

A real positive is that now that Social Media and Website capabilities are in place, there will be additional opportunities to engage Convocation Members on topical issues.

Key Information

Resolutions and Actions from previous meetings (see also Chair Report for Standing Committee Convocation for copies of minutes, Report #13452).

ACTION: The Chair meet with the Office of Advancement, Ms Jennifer Miller, in order to initiate Convocation being associated with alumni.une.edu.au.
ITEM 5.2  Standing Committee Convocation Progress Report #13430
Council OPEN Meeting – 6 December 2013

ACTION: The Chair contact Steven Gully, the Coordinator of Graduation and Timetabling, in relation to an insertion in the Graduation program regarding Convocation.

ACTION: The Chair contact Brendan Peet, Legal Counsel and Executive Director Governance, and/or Ingrid Rothe, MAPA, regarding the legalities of a Convocation Facebook page.

ACTIONS:
1. The Chair investigate the live streaming of events and how we can utilize these to our advantage;
2. The Chair contact the Vice-Chancellor regarding his assistance in promoting the role of Convocation;
3. The Chair approach Deans and Heads of Schools to explain the role of Convocation and request assistance in promoting same when they attend conferences etc interstate or overseas;
4. The Chair contact Professor Michael Stuckey, Head of School of Law, regarding function in Adelaide during Law Week which includes alumni and academic staff, to include information on Convocation.

ACTION: The meeting agreed to investigate a LinkedIn discussion and decide if it is worth pursuing.

ACTION: A message be placed on the current students’ blog indicating that the Standing Committee of Convocation is seeking another committee member with contact numbers or email address for further details.

ACTION: The Chair contact Foundation members for scholarship requirements/details.

The Standing Committee of Convocation RESOLVED to invite both Ms Liz Ryan and Mr Anthony Phillips to become members of the Standing Committee of Convocation.

ACTION: The Chair to contact the two applicants with advice of their appointment.

ACTION: Secretariat to provide letters of appointment to both Ms Liz Ryan and Mr Anthony Phillips.

ACTION: Ms J Miller to provide the Chair a copy of:
- Visual identity guidelines; and
- University of New England Social Media setup guidelines.

The Standing Committee of Convocation RESOLVED to keep membership static following the resignation of Ms Kate Matthew.

ACTION: Ms Jennifer Miller to set up the new Convocation Facebook page in consultation with the Chair

ACTION: The Chair to approach the Vice-Chancellor regarding funds for visiting capital cities to meet with Convocation members.
Evaluation of Options

Not applicable.

Strategic Alignment

The Standing Committee Convocation, with its aim to develop staff and student alumni connections with UNE, supports the UNE Strategic Plan 2011-2015 “Learning without Limits” (mid-term refresh) by acting as a conduit between UNE and community and industry. It is aligned with the Value Statement: “be known as lead collaborator across a range of partnerships with the community, the professions, business, industry and government”.

Budget/Financial Implications

Not applicable.

Risk Management and Implications

Not applicable.

Accountability

Not applicable.

Attachments

Nil.
This page has been left blank
Please note: this update includes both media and event activities for the period covering this report.

**Purpose - Media**

To provide Council with a selection of significant media relating to UNE, to inform Council of key themes covered in the media since the previous Council meeting.

**Purpose – External Relations/Events**

This is the first briefing to UNE Council from the new External Relations Unit. Our main areas of focus are planning and delivery of corporate events; stakeholder and community engagement, and Government relations. The aim of this briefing is to provide Council with an overview of significant external relations activities, and their alignment with the UNE strategic plan during the reporting period.

**Executive Summary**

**Media**

In the period covered by this report the media unit has expanded its reach, both domestically and overseas.

The purchase of a media data base has been put to good use, allowing UNE media releases to be distributed to more than 1000 journalists, as well as targeting more special interest journalists at health/rural/sport etc publications.

Internationally the UNE media unit has been re-working media releases from domestic consumption, giving them an international angle then distributing those enhanced releases to media based in Asian, Pacific and African nations.

**External Relations/Events**

In the period covered by this report the external relations unit has assisted in and coordinated delivery of approximately fifteen events (please see attached event summaries). These have involved community lectures and engagement activities, organization of government and VIP visits; and delivery of corporate and virtual events to link the future campus in Parramatta with Armidale.
Over the past six weeks the external relations team has commenced a review of systems to streamline and strategically align the delivery of external events at UNE. This has included reducing the events approval time frame; rationalizing the process for notifications; and implementing continuous improvement and quality assurance frameworks around the management of UNE external events.

Other initiatives include a venue audit for events at UNE, with a particular focus on enabling technology and live-streaming capabilities. This will enable accessibility for off campus participants, in particular for our external students and stakeholders.

_We are currently requesting that all key events planned in 2014 by Schools, Exec and Council be provided to the Unit for scheduling and circulation via an internal calendar, to assist with coordination, publicity, observance of protocols, and promotion of government/community engagement around these events._

**Strategic Alignment**

“Not Applicable”.

**Budget/Financial Implications**

“Not Applicable”.

**Risk Management and Implications**

“Not Applicable”.

**Accountability**

“Not Applicable”.

**Attachments**

Please see below media snapshot and events summary.

_[Link to revised Event Synopsis Form]_
ITEM 5.3

Media Update #13438

Council OPEN Meeting – 6 December 2013

Media Snapshot

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Media Outlet</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>October</td>
<td>Media Unit Twitter feed</td>
<td>90 Current followers</td>
<td>• Designed to alert journalists to news releases and interesting stories issued by UNE.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• For the past four years, UNE Professor Patrick Nunn has been a lead author of the Intergovernmental Panel on Climate Change (IPCC) 5th assessment report, recently released in Stockholm.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Head of UNE’s School of Behavioral, Cognitive and Social Sciences Professor Nunn says there are plenty of wildcards in the deck of climate science, which make predicting future impact challenging but this latest report at least means we now know what we don’t know. Coverage of the ARC Grant.</td>
</tr>
<tr>
<td>October</td>
<td>Rising Sea levels</td>
<td>Major metro media, newspapers and radio</td>
<td></td>
</tr>
</tbody>
</table>
| October| Hot spots for fuel rip offs identified | Radio & newspapers across Australia. Coverage included | • Radio Interviews  
  • ABC Radio (Goulburn Murray)  
  • ABC Radio (Southern Queensland)  
  • ABC Radio (Coffs Coast)  
  • ABC Radio Melbourne  
  • news.com.au  
  • The Australian  
  • Melb Herald Sun  
  • Hobart Courier-Mail  
  • Newcastle Herald  
  • Herald Weekly Times  
  • The Canberra Times  
  • Tas Mercury  
  • Wagga The Daily Advertiser  
  • Launceston The Examiner  
  • Only an effective government led fuel watch pricing agency will have any impact on the rapid increase and subsequent slow decrease in the price motorists pay at the bowser, a review of fuel pricing data by UNE Business School has found.  
  • Professor Abbas Valadkhani says the study clearly identified the phenomenon of pump prices going up like a rocket when the cost of crude increases, while the downward price pressure is much slower, descending like a feather. |
## ITEM 5.3  
### Media Update #13438

#### Council OPEN Meeting – 6 December 2013

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
<th>Details</th>
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<tbody>
<tr>
<td>October</td>
<td><strong>uneOpen- Opening the door into Indonesia</strong></td>
<td>24 media outlets in Indonesia. Also media in Thailand, Myanmar, South Korea and the Philippines</td>
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<td>• The University of New England, Australia’s leading Regional University is redefining the rules of learning and taking a new approach to ‘un-packing’ education for students in Indonesia.</td>
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<td>• James Bell, CEO uneOpen says offering students the ability to choose and access the best of education via technology - in a way they want, for the reasons they want to learn, and offering real value for their education investment will be the message he intends to deliver during his visit to Jakarta.</td>
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<td>October</td>
<td><strong>UNE Enactus team takes on the world</strong></td>
<td>New England local media</td>
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<td>• UNE’s Enactus Team, who took out the title of Australian Champions in July have now returned from the Enactus World Cup in Cancun, Mexico.</td>
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<td>• Enactus is an international non-profit organisation that brings together some of the brightest students, academics and business leaders from around the world to show how the power of entrepreneurial action can transform lives and shape a better, more sustainable world.</td>
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<td>October</td>
<td><strong>Ground breaking new agrifood course</strong></td>
<td>NSW regional media radio and newspapers</td>
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<td></td>
<td>• Dual sector degree</td>
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<td>• In an Australian first, the University of New England, is offering a vocational Bachelor of Agrifood Systems degree qualification, delivered ‘in the field’ rather than in the classroom, and requiring students to get a job before they get a degree.</td>
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<td></td>
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<td>• The course is part of a ground-breaking new UNE-TAFE New England Institute joint partnership and as unit coordinator Michael Williams explained this new approach is turning the entire university study dynamic on its head, equipping students with the practical knowledge first on which to hang their theoretical studies.</td>
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### October 2013

**Bounce in UNE student numbers for 2013**

- **New England local media**

  - The University of New England is setting the pace among Australian Universities, growing enrolments both on-campus and online, well ahead of national trends across the sector.
  - With one week remaining to enroll in UNE’s expanded Trimester-3 subject range, offering students the chance to continue studying over the Christmas break, Vice-Chancellor Jim Barber said enrolment numbers showed students were clearly attracted by UNE’s flexible teaching format and the extra teaching trimester.
  - “With a week to go for T-3 enrolments, UNE is already tracking well ahead of 2012’s record enrolment numbers,” Professor Barber said.

**Big hits and near misses UNE patient safety symposium**

- **New England media**

  - One of the fundamental principles of medical practice is primum non nocere: first, do no harm, but for one in ten patients admitted to hospitals in Australia each year that is certainly not their experience. This year more than 50,000 people will be left with a permanent disability following an ‘adverse medical event’ and they are the lucky ones, with 18,000 people dying annually across Australia after being admitted to hospital and having experienced a medical mistake.

**Rangelands forced back in time by climate change**

- **National Rural media, radio and Newspapers**
- **ABC radio National Country Hour**
- **Fairfax online ‘The Land’**

  - A relatively small change in soil nutrient levels over the next one hundred years could have adverse implications for the dry arid rangelands which cover around 70% of Australia.
  - A report, published in today’s edition of Nature, co-authored by Dr Matt Tighe has found that this huge area of our island continent may be profoundly altered by the impact of climate change. He says around 38% of the world’s population rely on semi-arid, arid and dry sub-humid environments, with the vast majority of Australia falling into this category.

**Farm experience counts toward new UNE degree**

- **Regional Media NSW**

  - All those years spent balancing farm budgets or marketing grain or cattle may soon count towards completing the University of New England’s innovative new Bachelor of Agrifood Systems degree qualification, which requires students to get to work...
Media Update #13438

Council OPEN Meeting – 6 December 2013

### October
- **Keys to the city event**
  - **New England local media**
  - In the year of its 75th anniversary celebrations, which coincides with the City of Armidale’s 150th anniversary, UNE will be given the honour of being the first educational institution to receive the ‘keys to the city.’
  - This is a symbolic honour, tracing back to medieval times when cities literally had gates that were guarded during the day and locked by key at night. The Chancellor of UNE, the Hon. John Watkins, received the keys along with Vice-Chancellor, Professor Jim Barber.

### November
- **Dialysis patients told to get on their bike**
  - **New England local media**
  - This week around 11,000 Australians will spend several hours hooked up to a dialysis machine, restricted and confined to a comfortable chair until the complex process is complete.
  - Making better use of that time and improving the overall health of patients with kidney disease is the aim of a project being trailed in Armidale by UNE honours student Debra Carlson.
  - Using an ergometer exercise cycle, patients taking part in the study now spend up to two hours pedaling while attached to the dialysis machine.

- **Rangelands forced back in time by climate change**
  - **30 newspapers in Zimbabwe/South Africa**
  - A relatively small change in soil nutrient levels over the next one hundred years could have adverse implications for the dry arid rangelands which cover a large part of Africa.
  - A report, published in the current of Nature, co-authored by Dr Matt Tighe (pronounced Tie) has found that this huge area of the African continent may be profoundly altered by the impact of climate change.

Down on the farm before they get a degree.

- Starting in early 2014, the course is part of a ground-breaking new UNE-TAFE New England joint partnership delivering study ‘in the field’ rather than just in the classroom, with work experience and completion of industry training being recognised as prior learning to fast track the study program.

Down on the farm before they get a degree.
### November

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<tr>
<th>Intensive exercise may benefit heart failure patients</th>
<th>New England local media</th>
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<td>• An analysis conducted by researchers at the University of New England has heart specialists around the world reconsidering exactly how hard patients with chronic heart failure can push themselves, suggesting that ‘relatively’ intensive exercise may actually be of significant benefit to their heart function.</td>
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<td>• Only 30 or so years ago, the last thing specialists would recommend to people with chronic heart failure was intense physical activity - Exercise was considered dangerous and bed rest was strongly advised to avoid putting strain on an already fragile heart.</td>
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<th>Farm workers of tomorrow, where are they hiding?</th>
<th>NSW regional media</th>
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<td>• With more than 100,000 skilled agricultural workers walking off the land during the past decade and a growing number of those remaining workers now on the verge of retirement, the tide is going out for farmers looking to retain or attract new staff.</td>
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<td>• Developing innovative solutions to this problem is the focus of a free public forum being held by the University of New England in Narrabri later this month.</td>
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<th>2013 Sir Robert Madgwick lecture</th>
<th>New England Local media</th>
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<td>• This year marks the twentieth anniversary of the Sir Robert Madgwick Lecture at the University of New England. Held biannually in honour of UNE’s first Vice-Chancellor, this year’s lecture will be presented by internationally renowned academic, author and philosopher, Professor Raimond Gaita.</td>
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<td>• The subject of Professor Gaita’s lecture will be “Human Rights and the Dignity of Humanity.”</td>
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<td>• Professor Gaita is Professorial Fellow in the Melbourne Law School and the Faculty of Arts at Melbourne University, and holds the</td>
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For the past four years, UNE Professor Patrick Nunn has been a lead author of the Intergovernmental Panel on Climate Change (IPCC) 5th assessment report, recently released in Stockholm.

Head of UNE’s School of Behavioral, Cognitive and Social Sciences Professor Nunn says there are plenty of wildcards in the deck of climate science, which make predicting future impact challenging but this latest report at least means we now know what we don’t know.

Coverage of the ARC Grant.

### External Relations/Events Update

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<tr>
<th>Date</th>
<th>Event</th>
<th>Location</th>
<th>Summary</th>
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| October 2nd| VC Corporate Lunch | Future Campus and Armidale | • 50 business and community stakeholders from the Parramatta business community where attended a corporate lunch at the invitation of the VC. This is part of an ongoing series for the Future Campus being established in Parramatta.  
• Professor Barber well received. Provided insights into the future of higher education and the flexible professional development opportunities the sector can offer business.  
• Trevor Luker, ITD Armidale gave overview of future capability of UNE’s investments into leading edge technology, delivered from the Access Grid Room in Armidale. |
**ITEM 5.3**  
**Media Update #13438**  
 Council OPEN Meeting – 6 December 2013

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| **October 9th** | VIP Tour - Parliament of Victoria visit to UNE                                     | Smart Farm     | • The Rural and Regional Committee at the Parliament of Victoria is conducting an Inquiry into Telecommuting and e-Business, in the context of identifying the potential benefits of remote work to rural and regional Victoria. Results are due in Jan 2014.  
• Inquiry committee made a full day tour of Armidale, which included visits to the Armidale Digital Hub, locally NBN connected businesses, Armidale Smart House and the UNE Smart Farm with Professor David Lamb. |
| **October 17th** | 2012 Unit Commendations Ceremony                                                   | Booloominbah   | • Outstanding contributions of University Staff were recognized by the VC, DVC and peers. Certificates of Commendation were handed out to nominated staff members. |
| **October 18th** | Keys to the City                                                                  | Armidale Town Hall | • As part of UNE’s 75th celebrations, UNE staff were encouraged to participate in an Academic Procession and Keys to the City Ceremony. This special event was arranged as a symbolic gesture and celebration of the City of Armidale’s 150th and UNE’s 75th Anniversaries. It was a unique occasion as UNE were the first educational institution to be granted the Keys to the City. The keys were accepted on behalf of the University by the Chancellor, The Hon. John Watkins and the Vice-Chancellor, Professor Jim Barber.  
• The Academic Procession involved members of the Armidale City band, TAS Cadets Guard of Honour, followed by the University of New England Council & Armidale Dumaresq Councilors, UNE Senior Executive, Academics, Professional Staff and Students who have graduated. The procession was to start in Dangar Street, directly in front of St Mary’s Cathedral, and then culminates in a formal Keys to the City Ceremony at the |
### ITEM 5.3

**Media Update #13438**

**Council OPEN Meeting – 6 December 2013**

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<th>Date</th>
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<th>Notes</th>
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<tr>
<td>October 22nd</td>
<td>Armidale Mall stage followed by a small celebration. Due to inclement weather the procession was moved to Beardy Street and the ceremony was held in The Armidale Town Hall.</td>
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<td>22nd and 23rd</td>
<td>VIP Tour - Dept of Education Visit</td>
<td>UNE and Smart Farm</td>
<td>• Two day site visit by associate directors from Dept of Education for review of the SAF and IAEP projects.</td>
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<td>October 22nd</td>
<td>Farewell Professor Darryl Poulsen</td>
<td>Booloominbah</td>
<td>• Function to farewell the Head of School, Arts and Humanities.</td>
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<td>October 22nd</td>
<td>Vice-Chancellor’s Morning Tea</td>
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<td>• These events are held to boost staff morale, productivity and retention rates. This regular informal morning tea event held in Booloominbah is an opportunity for the VC to connect with staff, better understand diverse opinions, concerns, initiatives and ideas of UNE employees.</td>
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<td>October 25th – 26th</td>
<td>VIP Guests – Major General Mick Slater/ Professor Trudinger</td>
<td>UNE</td>
<td>• Graduation occasional address speakers</td>
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<td>Date</td>
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<td>October 26th</td>
<td><strong>Sculpture Unveiling</strong> Lazenby Hall&lt;br&gt;• Unveiling of the plaque for the Lazenby Hall sculpture, ‘Certain Uncertainty’ by Nancy Hunt&lt;br&gt;• Opening of the Lazenby Hall sculpture, the first of many new public art installations planned for the University in coming years.</td>
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<td>October 31st</td>
<td><strong>Community Lecture - A Conversation: Unlocking the Future Food System</strong> White Bull, Armidale&lt;br&gt;• Michael McAllum, Food Futurist and internationally recognised speaker, author, facilitator and consultant addressed approximately 60 community and UNE members.&lt;br&gt;• The event provided a positive start to renewed community engagement, based around public discourses and themes of mutual concern in the town and region.</td>
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<td>November 7th</td>
<td><strong>John Ferry Lecture</strong> Lecture Theatre A3, Arts Building&lt;br&gt;• An Exploration of Landscapes as Heritage (with a focus on Southern Australian examples) Anne McConnell, Consultant – Cultural Heritage management, Archaeology &amp; Quaternary Geoscience</td>
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<td>November 11th</td>
<td><strong>Remembrance Day</strong> Armidale&lt;br&gt;• The Vice-Chancellor attended the Armidale ceremony in Armidale Central Park&lt;br&gt;• Several hundred members of public and dignitaries in attendance.</td>
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<td>November 11th</td>
<td><strong>School of Law’s 21st Anniversary Celebrations and Annual Sir Frank Kitto Public Lecture</strong> Lewis Lecture Theatre Booloominbah Lawns and Dining Room&lt;br&gt;• The Honourable Justice Stephen Gageler gave this year’s annual public Sir Frank Kitto Lecture, &quot;Why Write Judgments?&quot;.&lt;br&gt;• The 21st Celebration Formal Dinner followed the lecture in the Booloominbah Dining Room.</td>
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### November 12th

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<tr>
<th>Young Professionals Network</th>
<th>Booloominbah Collection</th>
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- The Young Professionals Network (YPN) is a group that has just commenced at UNE in October, aimed at 18 – 35 year olds. This event was the first special event for the group and the Vice Chancellor addressed the group. The YPN is a group to assist with the retention of staff in this age bracket and also to help them develop networks with other UNE staff and assist in their ongoing development and career opportunities.