


# OPEN Council Meeting

<b>Schedule</b>	Thursday 25 February 2021, 9:00 — 10:30 AEDT
<b>Venue</b>	Education Room 224 + Zoom Video Conference
<b>Organiser</b>	Libby Kettlestring

## Agenda

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1.1. * Acknowledgement of Country	2
<p>The University of New England respects and acknowledges that its people, programs and facilities are built on land, and surrounded by a sense of belonging, both ancient and contemporary, of the world's oldest living culture. In doing so, UNE values and respects Indigenous knowledge systems as a vital part of the knowledge capital of Australia. We acknowledge the Traditional Owners of the land we call New England and pay our respects to the Traditional Custodians of the lands on which this meeting takes place.</p> <p>Presented by James Harris</p>	
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1.2. * Apologies	3
<p>Presented by James Harris</p>	
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1.3. * Conflict of Interest Declaration and Disclosed Register of Interest	4
<p>Council members are asked to disclose any material interest, consistent with Schedule 2A Clause 5 of the University of New England 1993 Act (NSW).</p> <p>Council members are asked to update their Disclosed Register of Interest with the Secretariat as required.</p> <p>Presented by James Harris</p>	
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1.4. * Order of Business	8

Council is asked to ACCEPT the order of business and ADOPT non-starred items.

For Approval - Presented by James Harris

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2.1. Confirmation of Minutes	11
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Minutes of the meeting held on 20 November 2020 were approved as a true and correct record via email on 18 January 2021.

These minutes are available for viewing in the Convene Document Library.  
Presented by James Harris

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Below is an action item from a previous meeting.  
Presented by James Harris

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Council is asked to NOTE the Chancellor's Open report to Council, report #21042.  
For Noting - Presented by James Harris

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3.2. * Vice-Chancellor's Open Report #21047	19
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Council is asked to NOTE the Vice-Chancellor's Open report to Council, report #21047.  
For Noting - Presented by Brigid Heywood

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5.1. * Chair Academic Board Report #21022	37
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Council is asked to:

- 1) NOTE the UNE Animal Ethics Committee Terms of Reference; and
- 2) NOTE the Chair of Academic Board's report to Council, report #21022.

For Noting - Presented by Robyn Bartel

 #21022 Chair Report - Academic Board OPEN COMPLETE.pdf	38
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5.2. * Minor Updates Terms of Reference for select Council Committees #21097	51
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Council is asked to:

- 1) APPROVE the administrative updates to the Terms of Reference for Honorary Degrees Titles and Tributes Committee; and
- 2) APPROVE the addition of the Deputy Chancellor to the membership of Remuneration Committee of Council Terms of Reference, as per report #21097.

For Approval - Presented by Gabrielle Price

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5.3. UNE Council WHS - Due Diligence Obligations #21102	54
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Council is asked to NOTE the UNE Council WHS - Due Diligence Obligations, report #21102.

For Noting - Presented by Peter Creamer

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The next Council meeting is scheduled for Friday, 21 May 2021.  
Presented by James Harris

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# 1. MEETING OPENING

## 1.1. \* Acknowledgement of Country

The University of New England respects and acknowledges that its people, programs and facilities are built on land, and surrounded by a sense of belonging, both ancient and contemporary, of the world's oldest living culture. In doing so, UNE values and respects Indigenous knowledge systems as a vital part of the knowledge capital of Australia. We acknowledge the Traditional Owners of the land we call New England and pay our respects to the Traditional Custodians of the lands on which this meeting takes place.

Presented by James Harris

## 1.2. \* Apologies

Presented by James Harris

### 1.3. \* Conflict of Interest Declaration and Disclosed Register of Interest

Council members are asked to disclose any material interest, consistent with Schedule 2A Clause 5 of the University of New England 1993 Act (NSW).

Council members are asked to update their Disclosed Register of Interest with the Secretariat as required.

Presented by James Harris



## CONFLICT OF INTEREST DECLARATION

Council members are asked to disclose any material interest, consistent with Schedule 2A Clause 5 of the [University of New England Act 1993 \(NSW\)](#).

### **5 Disclosure of material interests by Council members**

(1) If:

- (a) a member of the Council has a material interest in a matter being considered or about to be considered at a meeting of the Council, and*
- (b) the interest appears to raise a conflict with the proper performance of the member's duties in relation to the consideration of the matter, the member must, as soon as possible after the relevant facts have come to the member's knowledge, disclose the nature of the interest at a meeting of the Council.*

(2) A disclosure by a member of the Council at a meeting of the Council that the member:

- (a) is a member, or is in the employment, of a specified company or other body, or*
- (b) is a partner, or is in the employment, of a specified person, or*
- (c) has some other specified interest relating to a specified company or other body or to a specified person,*

*is a sufficient disclosure of the nature of the interest in any matter relating to that company or other body or to that person which may arise after the date of the disclosure and which is required to be disclosed under subclause (1).*

Council Members should also regularly disclose to the University Secretary (via the Secretariat [secretariat@une.edu.au](mailto:secretariat@une.edu.au)) any additions or changes to their Register of Interests statement.

Keeping this "Register of Interests" statement up to date, includes providing details of changes to:

- Subsidiaries of the University of New England of which you or a close family member is a member of the key management personnel.
- All other entities of which you or a close family member is a Director or Board member (or equivalent) and that entity has, or there is a reasonable probability it may have, a material dealing involving or affecting the University or its controlled entities.
- Employment of you or a close family member by the University or a subsidiary of the University, including consultancies or other income for services rendered, during this financial year.
- Ministerial appointment of you or a close family member to statutory bodies.
- Material Business ownerships or part ownerships by you or a close family member, where a business has, or has a prospect of having, transactions with the University or a subsidiary of the University.
- Material Shareholdings in public and private companies by you or a close family member, where a company has, or has a prospect of having, transactions with the University or a subsidiary of the University.
- Any other transactions undertaken by you or a close family member, with the University or any of its subsidiaries during the financial year.
- Gifts, sponsored travel or hospitality received by you in the course of undertaking the duties of a Council member or Senior Executive that are received from a company, business or other entity undertaking transactions with the University or a subsidiary.
- Any other material interest where a conflict of interest or an appearance of conflict of interest with your duties as a Council member / Senior Executive could foreseeably arise.





**DISCLOSURE FORM FOR  
UNE COUNCIL AND SENIOR EXECUTIVE  
REGISTER OF INTERESTS**



Council members and Senior Executive of the University of New England owe certain duties to the University. One aspect of fulfilling those duties is to avoid conflicts of interest in which there may be a professional, business or volunteer position or responsibility that interacts with a Council member / Senior Executive responsibility in a manner which may create a conflict of interest or a perceived conflict of interest. To help manage conflicts, Council members / Senior Executive should disclose material interests in other situations or areas in which it might appear that there are conflicting duties. Council members / Senior Executives should additionally take other steps, such as avoiding deliberation and resolution of certain issues, and making appropriate declarations in respect of conflict of interests at Council and Management meetings, if it is determined that those steps are necessary to protect against legal liability to the Council member or to the Senior Executive member personally arising from conflicts of interest.

This Register of Interests will be maintained by the Secretariat of the University of New England.

Subsidiaries of the University of New England of which you or a close family member is a member of the key management personnel.

All other entities of which you or a close family member is a Director or Board member (or equivalent) and that entity has, or there is a reasonable probability it may have, a material dealing involving or affecting the University or its controlled entities.

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Material Shareholdings in public and private companies by you or a close family member, where a company has, or has a prospect of having, transactions with the University or a subsidiary of the University.

Any other transactions undertaken by you or a close family member, with the University or any of its subsidiaries during the financial year.

Gifts, sponsored travel or hospitality received by you in the course of undertaking the duties of a Council member or Senior Executive that are received from a company, business or other entity undertaking transactions with the University or a subsidiary.

Any other material interest where a conflict of interest or an appearance of conflict of interest with your duties as a Council member / Senior Executive could foreseeably arise.

I know of no other position of responsibility or material interest that might give rise to a conflict of interest or the appearance of a conflict of interest.

I declare that the information I have completed on this document is true and correct and not misleading.

Name:	Date:
Signature:	

## 1.4. \* Order of Business

Council is asked to **ACCEPT** the order of business and **ADOPT** non-starred items.

For Approval

Presented by James Harris

1.5. \* Introduction - Chair of Academic Board, Associate Professor Robyn Bartel

## **2. MINUTES OF PREVIOUS MEETING**

## 2.1. Confirmation of Minutes

Minutes of the meeting held on 20 November 2020 were approved as a true and correct record via email on 18 January 2021.

These minutes are available for viewing in the Convene Document Library.

Presented by James Harris

## 2.2. \* Action Items

Below is an action item from a previous meeting.

Presented by James Harris



## University of New England

**Matters Arising from Previous Meetings**  
**Open Council Meeting 25 February 2021**

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<b>Meeting/Item #</b>	<b>Action</b>	<b>Status</b>
Open Council Meeting 31 July 2020; item 5.4  Council Member Induction & Development Plan 2020 #20117	Mr Harris as well as Council members Mr Evans, Ms Myers and Ms McClelland have agreed to trial the program in addition to the newly elected and appointed Council members, who will use the program upon their commencement.	<b>Delayed</b> Delayed due to staffing constraints.

### **3. STRATEGIC ITEMS**

### 3.1. \* Chancellor's Open Report #21042

Council is asked to NOTE the  
Chancellor's Open report to Council,  
report #21042.

For Noting

Presented by James Harris



<b>Authority</b>	COUNCIL OPEN	<b>Date</b>	25 February 2021
<b>Report Ref</b>	#21042	<b>Item No</b>	3.1
<b>Proposer</b>	Mr James Harris, UNE Chancellor		
<b>Developed with</b>	Secretariat		
<b>Authorised by</b>	Mr James Harris, UNE Chancellor		

## #21042 – Chancellor’s Report to Council

### Report Purpose & Origin

Purpose	To provide Council with the Chancellor’s Report for the February 2021 Open Council Meeting.
Origin	Standing item
Governance focus	<a href="#">Council Policy</a> : Providing strategic leadership to the University. <a href="#">TEQSA Act 2011</a> Ref: 6. Governance and Accountability: 6.1.3a (Corporate Governance).
Accountability	UNE Council

### Resolution

Council is asked to NOTE the Chancellor’s report to Council, report #21042.

### Executive Summary

For this first report to the Council for 2021 I wish to acknowledge the significant progress the University made in consultation and planning for the future culminating with the formal launch of UNE’s decadal *Future Fit* Strategy earlier this month.

There has never been a more important time for UNE to ensure that our student-facing programs, our support for knowledge creation with community impact and our internal people, processes and systems are future fit.

I look forward to coming months where the priority programs that will help UNE achieve its strategic goals are proposed and begin to move forward.

I would like to welcome Associate Professor Robyn Bartel, recently elected as Chair of Academic Board, to the Council and acknowledge again the contribution of Professor Mark Perry during his term on the Board. The Academic Board plays a key role in governance at the University and I look forward to the advice and assurance from the Board regarding academic quality matters to the Council over the coming year.

Consistent with the Voluntary Code of Best Practice for the Governance of Australian Public Universities, UNE Council will undertake an external review during 2021 and I will provide further details of these arrangements to the Council next month.



<i>Authority</i>	COUNCIL OPEN	<i>Date</i>	25 February 2021
<i>Report title</i>	Chancellor's Report to Council	<i>Report Ref</i>	#21042

Also coming in the next month will be information regarding the AICD *Foundations of University Governance* course which has been highly regarded by Council members who have previously attended. Dates for the 3 day course in 2021 are Brisbane 14 April / Sydney 21 June / Perth 18 August and Melbourne 22 November. Further details for registration is expected to be available shortly.

Details of recent engagements since the last council meeting follow for your information.

## Key Information

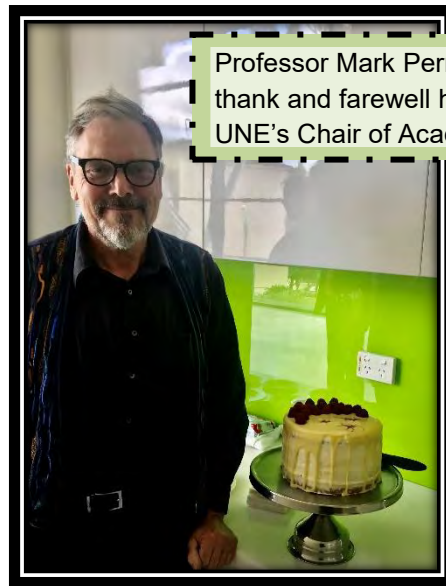
In additional to my regular meetings with the Vice-Chancellor, meetings and events I have attended since the last Council meeting include:

- On 14 December 2020, I met with Apricot Consulting regarding the wrap up of leadership development work carried out with the Senior Executive and Leadership teams;
- On 18 December 2020 I met with a consultant regarding the professional health check being undertaken by Universities Australia;
- Also on 18 December 2020, I meet with Professor Dr Thomas Fudge regarding the University's Professoriate's potential for contribution to the Council;
- On 22 January 2021, the Vice-Chancellor and I filmed a welcome message for our commencing cohort of students;
- On Australia Day, 26 January 2021, I attended the Citizenship Ceremony and Awards Presentation hosted by Armidale Regional Council. It was nice to welcome new local community members and to recognise those who have contributed above and beyond to their field of expertise and interest;
- On 29 January 2021, I attended the official opening of Armidale Secondary College's new campus. The state-of-the-art facilities at the school are a credit to everyone involved in their development;
- On 3 February 2021, along with the Vice-Chancellor and Senior Executive team, I attended the community launch of the *Future Fit* Strategic Plan. It was encouraging to see so many local community business contacts involved in sharing our vision for the next 10 years;
- On 8 February 2021, I attended the Growing Regional & Agricultural Students in Science (*GRASS*) Student Reporting Back Session. This year, the GRASS Industry Placement Scholarship celebrates 13 years of enabling students to complete the *all expensed paid* student camp experience discovering the broad range of science-based careers and the tertiary pathways at UNE;
- On 9 February 2021, the University Chancellors Council met via Zoom to discuss ongoing matters concerning the Australian university sector and to continue planning for our annual face-to-face conference in Sydney. COVID-19 restrictions permitting, we plan to meet next month to discuss a wide range of matters relating to and affecting the future of tertiary education in Australia;
- On 11 February 2021, I met with David Schmude - CEO UNE Life, and representatives from the NSW Rugby League who were travelling through Armidale on their annual Harley Davidson motorcycle trip raising funds and awareness of homelessness in young people around Australia;



<i>Authority</i>	COUNCIL OPEN	<i>Date</i>	25 February 2021
<i>Report title</i>	Chancellor's Report to Council	<i>Report Ref</i>	#21042

- At the Finance & Infrastructure Committee meeting on 18 February 2021, I joined in farewelling Professor Mark Perry as Chair of Academic Board. Professor Perry was acknowledged for his valuable contribution to University Council and the academic community and its pursuits during his almost 3 year tenure.
- On 22 February 2021, I plan to attend the Trimester 1 Orientation Welcome Ceremony for new on-campus and locally residing students celebrating the formal start to their academic career.



Professor Mark Perry with a cake to thank and farewell him after 3 years as UNE's Chair of Academic Board.

### Future Fit Alignment

Goal 1: Crafting, adapting and supporting learning journeys that are distinctive in their accessibility and flexibility.

Goal 2: Creating and sharing knowledge to make a difference locally, regionally and globally.

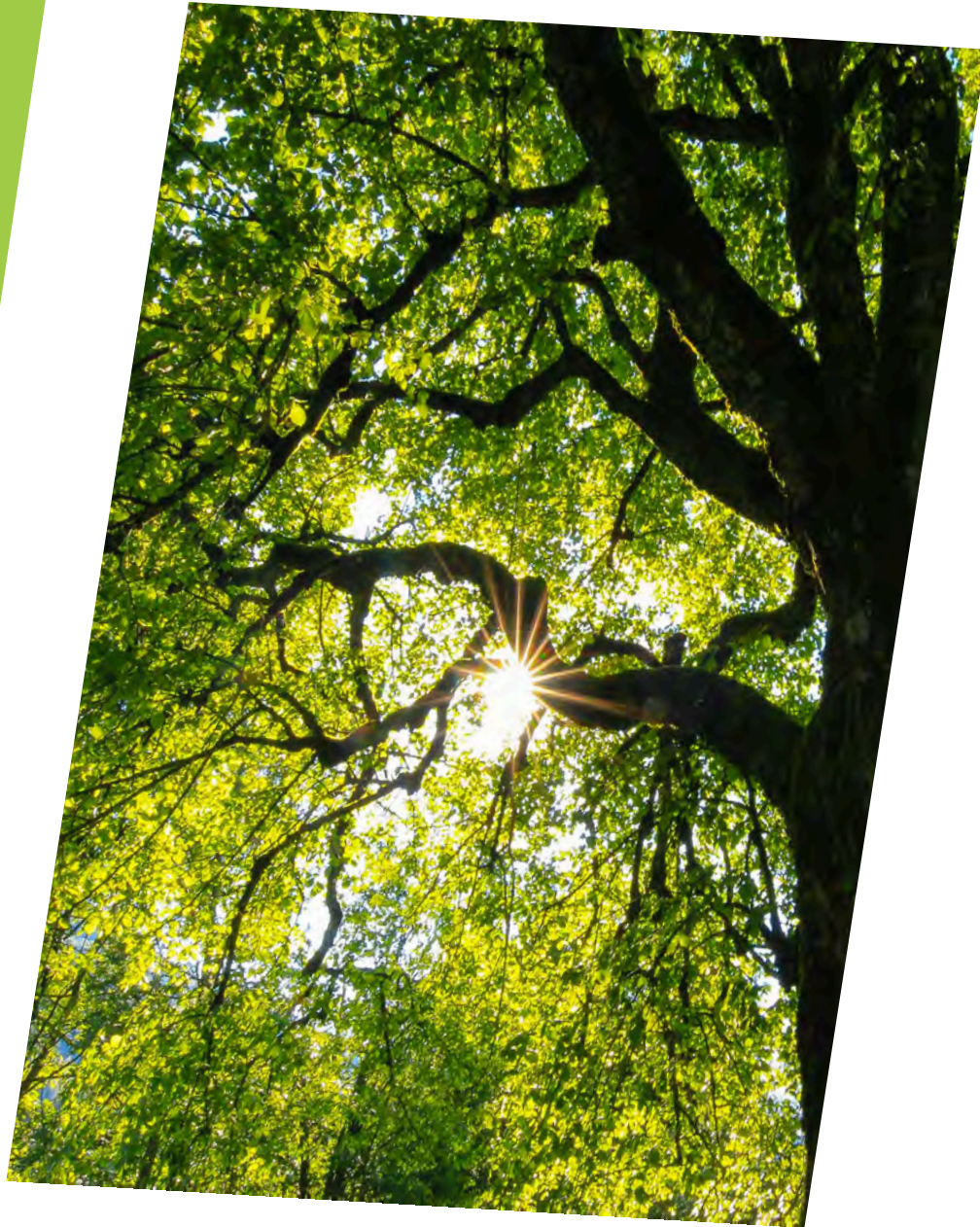
Goal 3: Committing to environmental, social and financial resilience for the University, our staff, our students and our communities.

## 3.2. \* Vice-Chancellor's Open Report #21047

Council is asked to NOTE the Vice-Chancellor's Open report to Council, report #21047.

For Noting

Presented by Brigid Heywood



# Vice-Chancellor & CEO's Report

25 February 2021

Council 'Open Session' Presentation





## Acknowledgement of Country

*The University of New England respects and acknowledges that its people, programs and facilities are built on land, and surrounded by a sense of belonging, both ancient and contemporary, of the world's oldest living culture.*

*In doing so, UNE values and respects Indigenous knowledge systems as a vital part of the knowledge capital of Australia.*



Pictured: Bruce Cohen performing a Smoking Ceremony at the UNE Elders Christmas Gathering, December 2018. Photo: David Elkins

## Summary of Contents

- Environmental Scan
- Quick review key performance dashboards and planned actions
- Load, Leave Liability
- Update 2021 - 2030 Strategic Plan *Future Fit*
- Flashlight on Key Strategic Projects:  
*Time for Change, Tamworth, STEM Precinct, Academic Workload Framework.*

# Environmental Scan

Regulators, Government, Region and our Sector

Priorities of new Minister for Education and Youth

Higher Education Strategy (2021-25)  
*NSW Department of Education*

NSW Audit Office - Annual Report due soon

Evidence - 2021 T1 sector student demand is high (17-24)

Tertiary Access Payments (TAP) update

Recent sector media, reports and publications

Regional Universities Network - topics under discussion





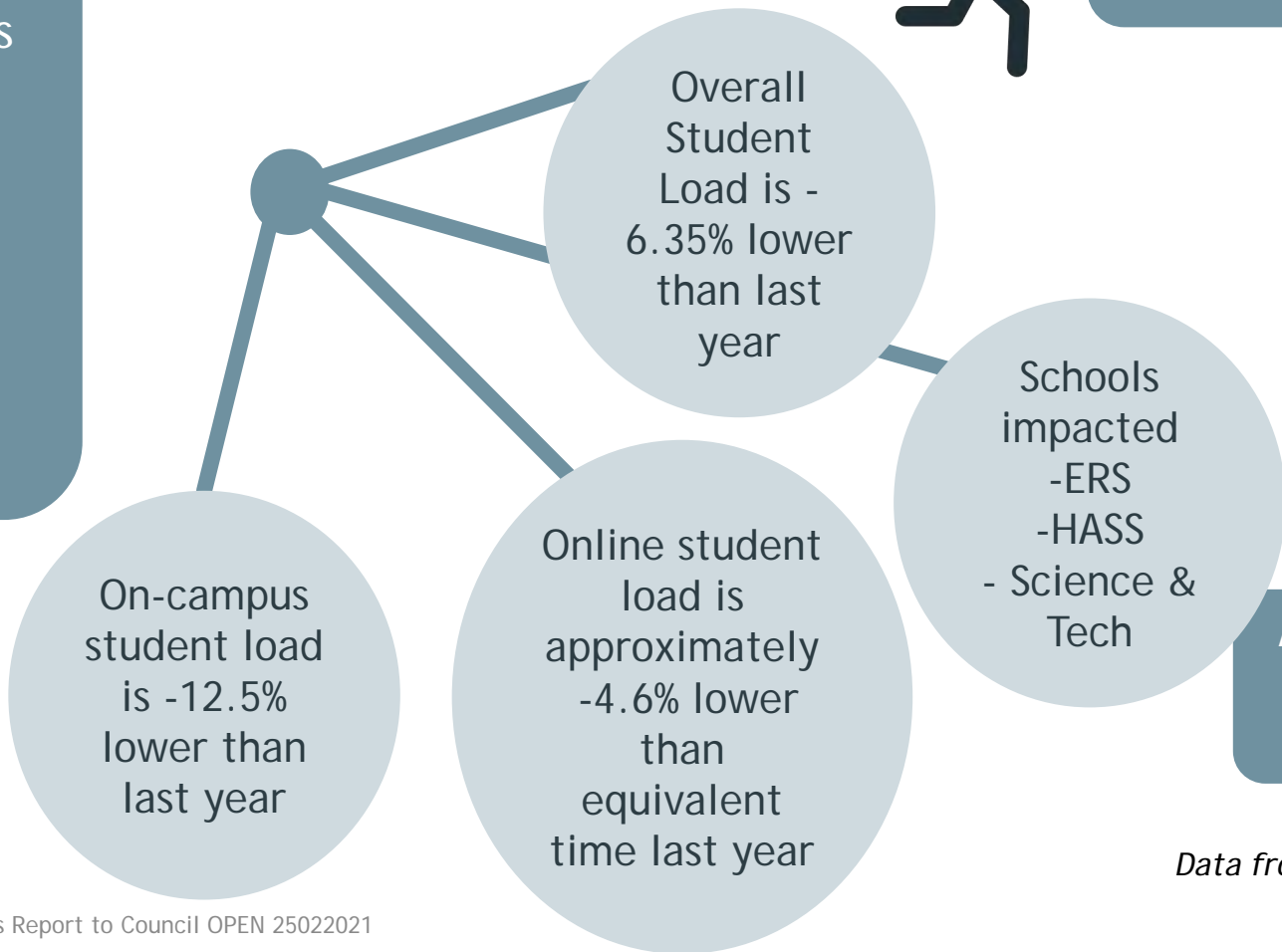
# Performance Dashboard & Planned Action

## Student Load

Load  
T1/2021 Targets

- Overall = 13,439 EFTSL
- On Campus = 3,041 EFTSL
- Online = 10,398 EFTSL

*Budget Numbers*



Update on 'executive action' from VC



All Performance Dashboards are under design /discussion with Council

Data from ad-hoc OSM report - dated 11 Feb 2021

# UNE - Students



T1/ 2021  
'Campus'  
open for  
business



Preparations  
for staged  
return to  
campus/  
study  
centres



Still Under Review

Large  
Volume  
Classroom  
based  
activity

2021  
Revised  
'Open  
Day'  
Model

Graduations



# Performance dashboard & planned actions

## Leave Liability

- 2021 Actions
- Managed alerts across all Divisions
  - New monthly business reports
  - New PPDR reports to include leave management
  - Design of new Academic Calendar 2022



Total Leave Liability

\$31.76M  
(down from \$34.93M last year)  
Data: 18/02/2021

Annual Leave

\$9.98M  
(down from \$10.612M last year)  
Data: 18/02/2021

Long Service Leave

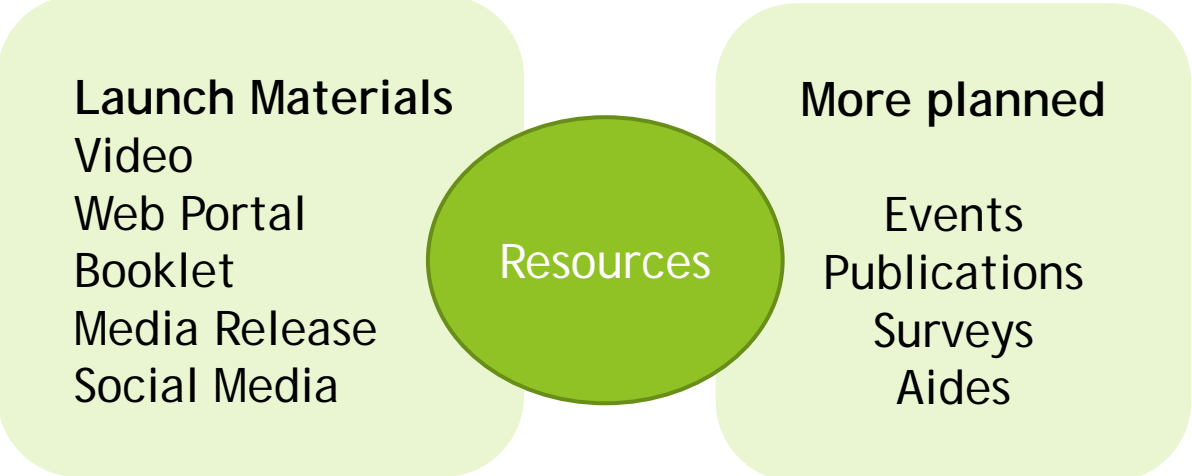
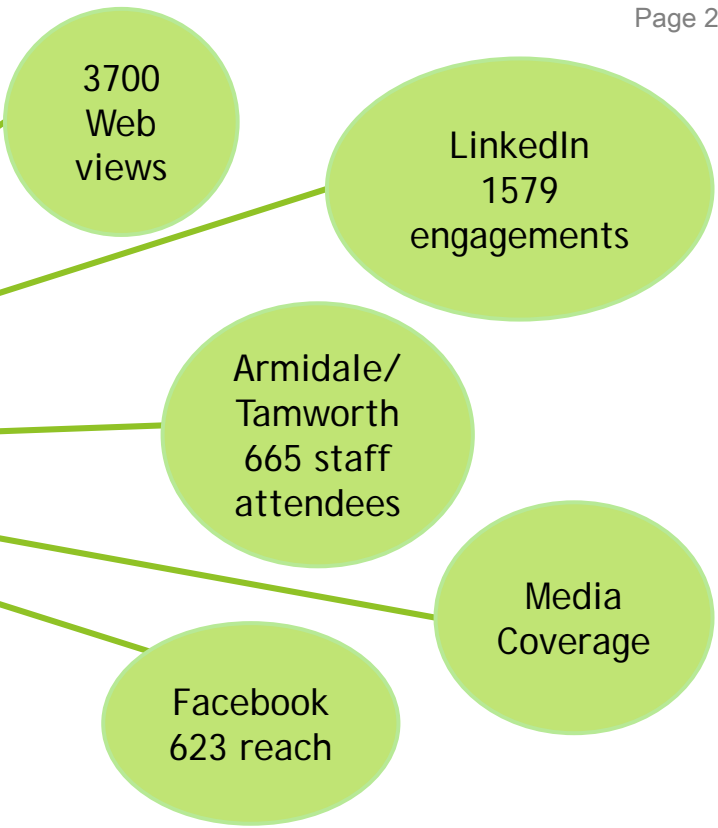
\$21.88M  
(down from \$24.32M last year)  
Data: 18/02/2021

# 2021-2030 Future Fit Launch



Key Audiences

- Armidale
- Tamworth
- Sydney
- Moree
- Staff
- Industry/ Local Government
- Students
- Alumni



# Strategic Projects

## Time for Change

UNE stepped into a new structure - January 1st

Focus on setting up Exec and SLT for success

*Retreats, Charters, 'Strategic objectives on a page',  
Workplans, New ways of working*

Measuring impact of change

*Sentiment surveys, Key metrics*

Bevington Review

*SLT and staff communication*

Research Structures

Review and redesign planned March/April 2021

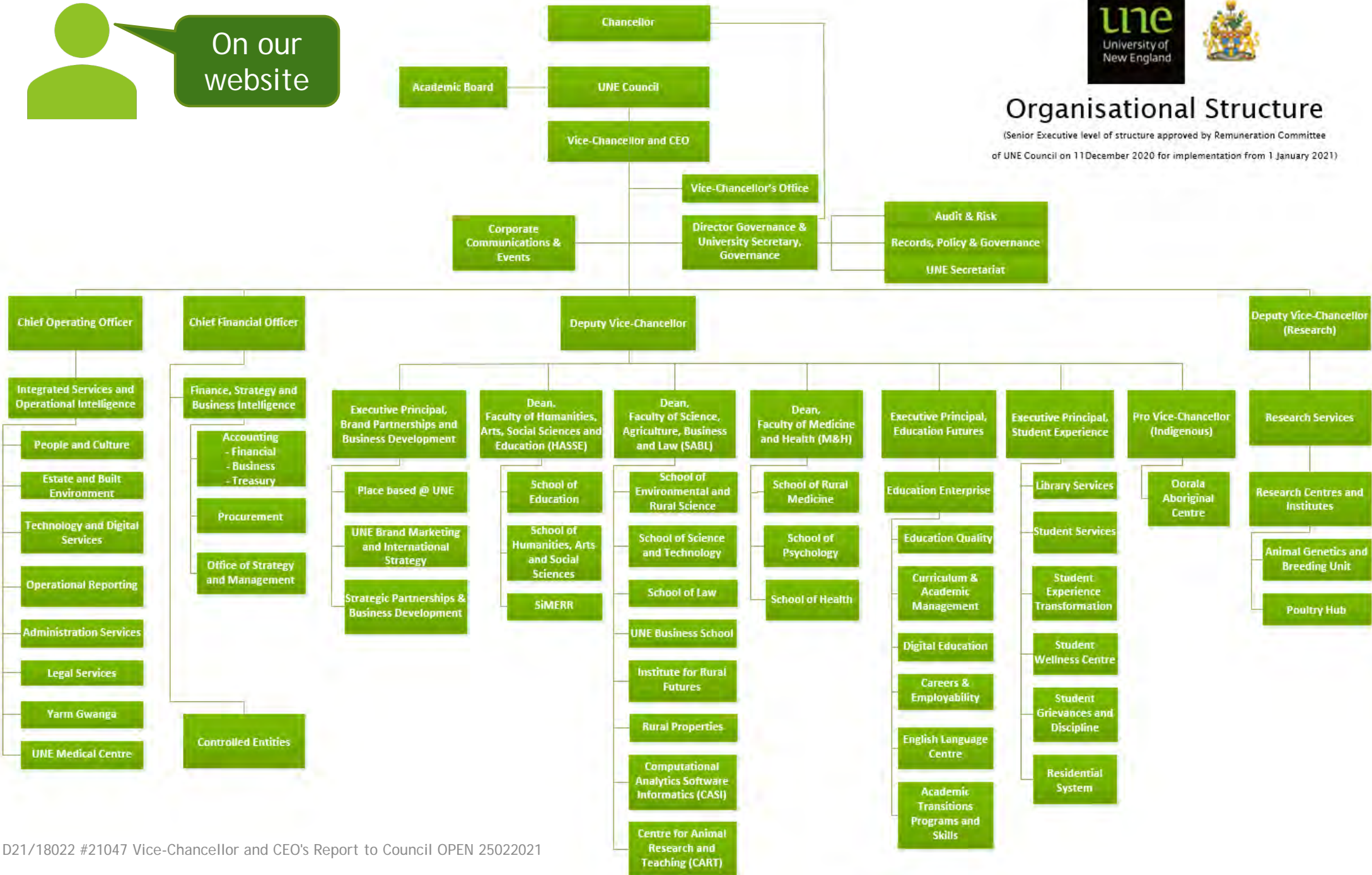






# Organisational Structure

(Senior Executive level of structure approved by Remuneration Committee of UNE Council on 11 December 2020 for implementation from 1 January 2021)



# Key New Appointments



Further recruitment underway for 46 vacant roles - Time for Change

**Director, People and Culture**  
Ms Fiona Murphy

## **Executive**

*Chief Operating Officer, Professor Peter Creamer;  
Chief Financial Officer, Ms Anita Taylor;  
Acting Deputy Vice Chancellor, Professor Michael Wilmore; and  
Deputy Vice Chancellor Research, Professor Heiko Daniel.*

## **Other key appointments made in 2021:**

Director Governance & University Secretary - Mrs Gabrielle Price  
Acting Executive Principle, Student Experience - Ms Barb Shaw;  
Acting Executive Principle, Brand Partnerships and Business Development - Mr Anthony Smith;  
Acting Executive Principle, Education Futures - Professor Steven Warburton;  
Interim Dean, Medicine and Health - Professor Hugh Barrett.

# Strategic Projects

## Tamworth

### New Offerings Trimester 1

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#### Teaching spaces

*Tamworth Sports Dome*

*Australian Equine and Livestock Events Centre*

*Aviation Training Centre*

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#### Forums

*UNE Aboriginal Working Group*

*UNE Tamworth Industry Advisory Group*

*Industry - Food Processors - Teys, Thomas Foods and Baiada*

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#### Tamworth Regional Council

*Research opportunities*

*Partnership agreement*

*New Poultry Hub discussions*



# Strategic Projects

## New England Regional Science and Innovation Precinct

**Economic Impact**  
Deloitte engaged

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**Precinct without Walls**  
*Expertise, capital, research and education*

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**Federal and NSW State Government**  
*Pre Budget Submissions 2021*



# Engagement Framework for Performance Academic Quality Assurance & Excellence

UNE  
2021-2030  
Future  
Fit

2020/2022 EB

Scholarship

UNE  
Time for  
Change

Course Design  
Framework

UNE  
Council

Academic  
Promotions

2021 Teaching  
& Learning  
Strategy

UNE  
Academic  
Board

UNE  
Academic  
Workload  
Framework

UNE ExT &  
SLT

Team Based  
Working

TEQSA

Assessment  
Policy

UNE Student  
Consultative  
Committee

UNE PPRD

NPILF

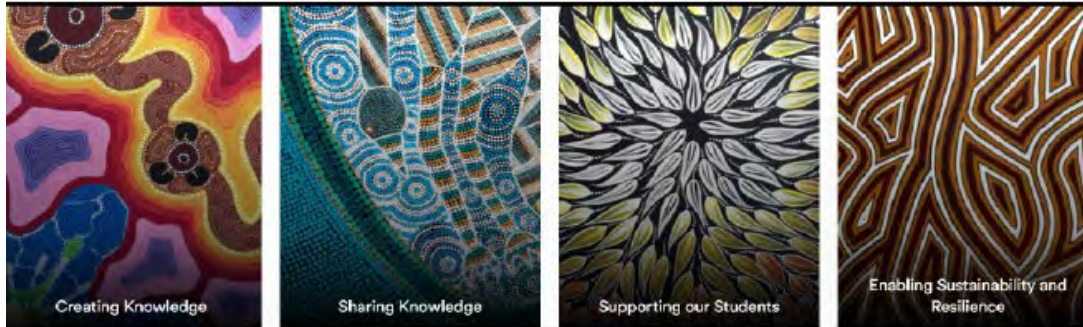
Academic  
Calendar

Academic Workload  
Model

Teaching  
focussed  
roles

Job Ready  
Graduates

# VC - Key activities to support 2021-2030 FF



<https://www.une.edu.au/strategic-plan>

