

Council OPEN Meeting

Schedule	Friday 24 September 2021, 9:00 — 11:00 AEST
Venue	Zoom Video Conference
Description	Theme: UNE Business
Organiser	Pamela Neil

Agenda

1. MEETING OPENING 1

1.1. * Acknowledgement of Country 2

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 3


Presented by James Harris

1.3. * [Conflict of Interest Declaration and Disclosed Register of Interest](#) 4

[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 2021.pdf](#) 5

1.4. * Order of Business 6

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

For Approval - Presented by James Harris

- 1.5. * Introduction of new Council member - Mr Col Murray 7
Presented by James Harris
-

2. MINUTES OF PREVIOUS MEETING 8

- 2.1. * Confirmation of Minutes 9

Minutes of the meeting held on 30 July 2021 were circulated 'FOR COMMENT' on 13 September 2021 and are being circulated by email for approval.

Once approved and signed, minutes will be available in the Convene Document Library.

For Noting - Presented by James Harris

- 2.2. Action Items 10

There were no actions from previous meetings.

Presented by James Harris

3. STRATEGIC ITEMS 11

- 3.1. * Chancellor's Open Report #21045 12

Council is asked to NOTE the Chancellor's report to Council, report #21045.

For Noting - Presented by James Harris


-  #21045 Chancellors Report to Council OPEN COMPLETE.pdf 13
-

- 3.2. * Vice-Chancellor and CEO's Open Report #21050 17


Council is asked to NOTE the Vice-Chancellor and CEO's report to Council, report #21050.


For Noting - Presented by Brigid Heywood

-  #21050 Vice-Chancellor and CEO's Report OPEN COMPLETE.pdf 18


3.2.1. * Focus Area UNE Business (Sustainability +) Open Report #21100	39
<p>Council is asked to NOTE the Focus Area UNE Business (Sustainability +) Open Report #21100 For Noting - Presented by Brigid Heywood</p>	
 #21100 Focus Area UNE Business OPEN COMPLETE.pdf	40

4. RELATED BUSINESS REPORTS	67
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4.1. * Council and Committee Meeting Dates for 2022 #21253	68
<p>Council is asked to APPROVE the Council and Committee meeting dates for 2022, report #21253. For Approval - Presented by Gabrielle Price</p>	
 #21253 Council & Committee Meeting Dates 2022 OPEN COMPLETE.pdf	69

4.2. * Council Policies #21075	71
<p>Council is asked to NOTE the Council Policies, Report #21075, For Noting - Presented by Gabrielle Price</p>	
 #21075 Council Policies OPEN COMPLETE.pdf	72

5. BUSINESS AS USUAL REPORTS	79
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5.1. * Chair's Report - Academic Board to Council #21025	80
<p>Council is asked to:</p> <ol style="list-style-type: none">NOTE an amendment to the UNE 2021 Principal Dates altering the Trimester 2 "Withdraw Without Academic Penalty" date from 30 August 2021 to 24 September 2021; andNOTE the Chair's Report - Academic Board to Council , report #21025. <p>For Noting - Presented by Robyn Bartel</p>	
 #21025 Chair Report - Academic Board OPEN REVISED.PDF	81

5.2. * WHS - Due Diligence Obligations #21080	104
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Council is asked to NOTE the WHS - Due Diligence Obligations, report #21080.

For Noting - Presented by Peter Creamer

 #21080 WHS Due Diligence Obligations OPEN COMPLETE.pdf 105

6. MEETING FINALISATION 114

6.1. * Next Meeting and Close 115

The next Council meeting is scheduled for Friday, 26 November 2021.

Presented by James Harris

1. MEETING OPENING

1.1. * Acknowledgement of Country

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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) 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.



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 of new Council member - Mr Col Murray

Presented by James Harris

2. MINUTES OF PREVIOUS MEETING

2.1. * Confirmation of Minutes

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For Noting

Presented by James Harris

2.2. Action Items

There were no actions from previous meetings.

Presented by James Harris

3. STRATEGIC ITEMS

3.1. * Chancellor's Open Report #21045

Council is asked to NOTE the
Chancellor's report to Council, report
#21045.

For Noting

Presented by James Harris

Authority	COUNCIL OPEN	Date	24 September 2021
Report Ref	#21045	Item No	3.1
Proposer	Mr James Harris, UNE Chancellor		
Developed with	Secretariat		
Authorised by	Mr James Harris, UNE Chancellor		

#21045 – Chancellor’s Report to Council

Report Purpose & Origin

Purpose	To provide Council with the Chancellor’s Report for the September 2021 Open Council Meeting.
Origin	Standing item
Governance focus	Council Policy : Providing strategic leadership to the University. TEQSA Act 2011 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 #21045.

Executive Summary

This report provides an update on the following:

- Matters of interest to Council; and
- Chancellor’s activities August to September 2021.

Key Information

Matters of Interest to Council

Welcome to new Council Member, Mr Col Murray

Mr Col Murray has been appointed as a UNE Council member and officially commenced in his role on 1 September. Col joins us from his role as Mayor of Tamworth Regional Council, his tenure concluding in December. Today is Col’s first Council meeting, I am delighted that he has agreed to join us and look forward to his future contributions to the University and Council.

<i>Authority</i>	COUNCIL OPEN	<i>Date</i>	24 September 2021
<i>Report title</i>	Chancellor's Report to Council	<i>Report Ref</i>	#21045

Congratulations to newly appointed Executive Principals

On behalf of the Council, I sent letters of congratulations to the newly appointed Executive Principals:

- [Professor Steven Warburton – Executive Principal, Education Futures](#)
- [Professor Shelley Kinash – Executive Principal, Student Experience](#)
- [Mr Anthony Smith – Executive Principal, Brand Partnerships & Business Development](#)

UNE Life COVID Vaccination Clinics

The COVID vaccine clinics hosted by UNE Life have been an incredible success, with over 2,000 doses of the AstraZeneca vaccine administered at clinics across the New England region. I offer my sincere thanks on behalf of Council to the staff and volunteers who donated their own personal time on their weekends to allow our communities to have access to such an important service.

[More information on the COVID clinics is available on the web here.](#)

Congratulations – Successful RRC Grant Application for RAMHeaRT

A group of regional Universities lead by UNE has won a bid funded through the Regional Research Collaboration (RRC) to establish a regional mental health institute that aims to create the next generation of mental health researchers to address significant regional, rural and remote (RRR) mental health challenges.

UNE will use the grant of \$3.66 million to establish the Regional Australia Mental Health Research and Training Institute.

This is the first round of funding the Commonwealth is investing as part of the \$48.8 million RRC Program over the next four years, which supports the Australian Government's mission to strengthen the regional and remote tertiary education sector in response to the National Regional, Rural and Remote Tertiary Education Strategy (the Napthine Review).

On behalf of the Council, I offer my warmest congratulations to all staff involved in securing this funding.

[For further information, please see the UNE media release.](#)

Council External Review

Since the July Council meeting, Council and Executive Team members have completed the online survey and participated in a 1:1 interview with Mr Peter Forster of The Consultancy Bureau. Mr Forster will now analyse the results of both activities which will inform his final report and recommendations, which is due to the November Council meeting for discussion.

Authority	COUNCIL OPEN	Date	24 September 2021
Report title	Chancellor's Report to Council	Report Ref	#21045

I take this opportunity to thank Council members, Executive Team members and staff for completing the survey and participating in interviews with Mr Forster. I consider your feedback incredibly valuable to informing the review outcomes and improving the performance of the University Council.

University Chancellors Council

The University Chancellors Council has been fairly active in August and September, meeting with various groups to discuss the Universities Australia Health Check Review and also campaigning to the Minister for Education, the Hon. Alan Tudge, on a range of matters of significance to the tertiary education sector. Of particular note, at a meeting with the Minister in August we discussed policy development, Freedom of Speech, Research and Research Commercialisation, the return of overseas students, funding for university infrastructure and the UCC National Conference (regrettably postponed to May 2022 due to COVID-19).

Summary of Chancellor's activities – August to September 2021

In addition to my regular meetings with the Vice-Chancellor, I have attended the following meetings and events since the July Council meeting:

- On 6 August, I filmed a message to UNE students who were due to graduate in the Spring ceremonies with the Vice-Chancellor, and participated in a joint meeting between the Universities Australia Health Check Review Implementation Group and the University Chancellors Council to discuss the process and expectations;
- On 16 August I was invited to join a Regional Universities Network Vice-Chancellors meeting (via Zoom) with my fellow regional Chancellors to discuss Universities Australia governance and efficiency reviews;
- On 26 August, I attended the UNE Council Committee meetings (via Zoom);
- On 31 August, I participated in a meeting with my University Chancellors Council colleagues and the Minister for Education (via Zoom);
- On 7 September, I attended a meeting with the Vice-Chancellor and members of the Wright family to discuss the family's legacy.
- On 10 September, I filmed a video with the Vice-Chancellor to welcome Trimester 3 commencing students as part of the orientation process;
- On 14 September, I participated in an interview regarding HEPPE project 'MUSE' (Modelling the UNE Student Experience) (via Zoom) – Council members may recall this was part of the DVC's session at the Retreat in June. Following this, I participated in a University Chancellors Council Executive Committee meeting (via Zoom);
- On 17 September, I was interviewed by Peter Forster as part of the external review of Council process (via Zoom).

Again, the restrictions imposed on regional NSW due to COVID-19 has resulted in many of the events and meetings that I was scheduled to attend being cancelled or postponed to later in 2021.



<i>Authority</i>	COUNCIL OPEN	<i>Date</i>	24 September 2021
<i>Report title</i>	Chancellor's Report to Council	<i>Report Ref</i>	#21045

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 and CEO's Open Report #21050

Council is asked to NOTE the Vice-Chancellor and CEO's report to Council, report #21050.

For Noting

Presented by Brigid Heywood



Authority	COUNCIL OPEN	Date	24 September 2021
Report Ref	#21050	Item No	3.2
Proposer	Professor Brigid Heywood, Vice-Chancellor and CEO		
Developed with	Chief of Staff, Office of Strategy Management (OSM), Director of People and Culture, EP Student Experience		
Authorised by	Mr James Harris, UNE Chancellor		

#21050 – Vice-Chancellor and CEO’s Report to Council

Report Purpose & Origin

Purpose	To provide the Council’s open session with an update regarding the performance, management and operations of the University.
Origin	Standing item
Governance focus	Council Policy : Monitor the performance of the University and Vice-Chancellor/CEO. TEQSA Act 2011 Ref: 6. Governance and Accountability: 6.2.1 (Corporate Monitoring and Accountability).
Accountability	UNE Council

Resolution

Council is asked to NOTE the Vice-Chancellor and CEO’s Open report to Council, report #21050.

Executive Summary

See attached slide presentation.

#21050 Attachment One _ Open Presentation



Vice-Chancellor and CEO Open Report

September 2021

#21050 Council Attachment One _ Open Presentation



Acknowledgement of Country

The University of New England respects and acknowledges that its people, courses 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 recognise the strength, resilience and capacity of the Aboriginal community and pay our respects to the Elders past, present and future.



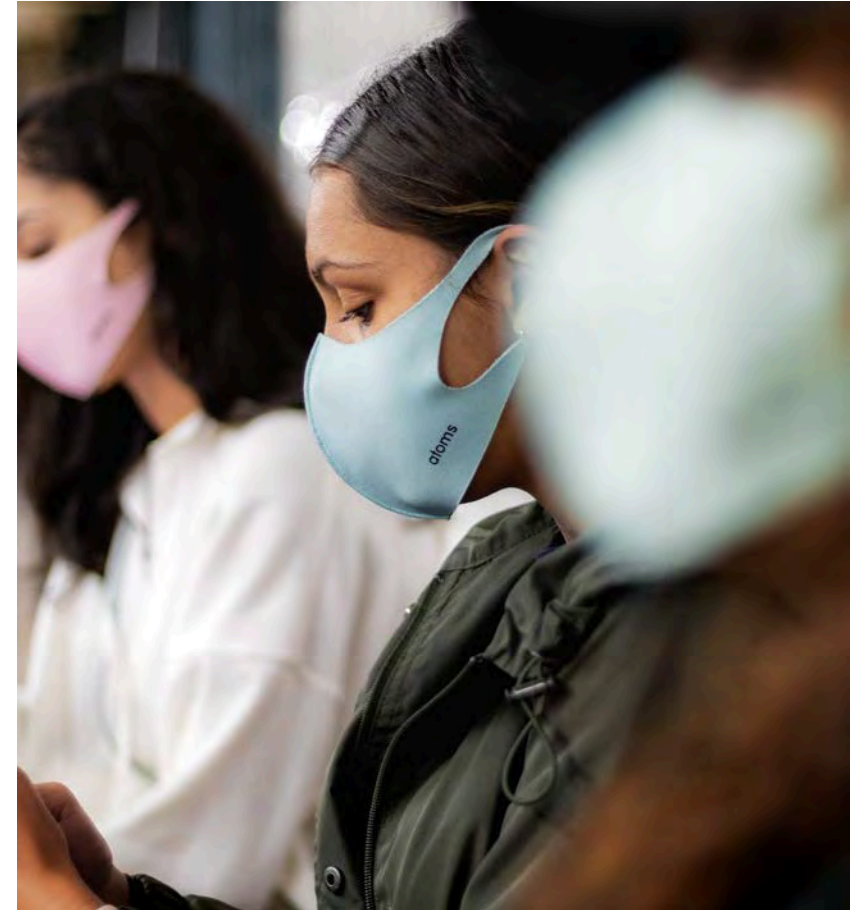
Pictured: **Warwick Keen** "Always was, always will be" 2008
Gifted by the artist to UNE in 2008

Agenda

Agenda	
General Updates	<ul style="list-style-type: none">• Covid updates• International students• Health and safety
Environmental Scan	Legislative changes, foreign Interference, mandatory vaccinations (?)
Performance and Reporting	Reporting and performance, pillars and project Management
Student Load	T3 recovery UG certificates/TEQSA
Students	Key updates
People and Culture	COVID matters and business continuity, casual staff conversions; systems issues and HR services

COVID-19 and Business Continuity

- SIG and CART are meeting regularly to review UNE's response
- UNE Life running Vaccine Centres with range of community partners. UNE has created storage hub for Pfizer in New England.
- Survey being run by a number of universities (including UNE) to determine level of vaccination plus monitor sentiment on a number of COVID related topics.
- UNE encourages all staff to get fully vaccinated as quickly as possible.
- Discussions across Commonwealth about mandating compulsory staff/student vaccinations.
- Clear impact on recruitment, procurement and contracting.

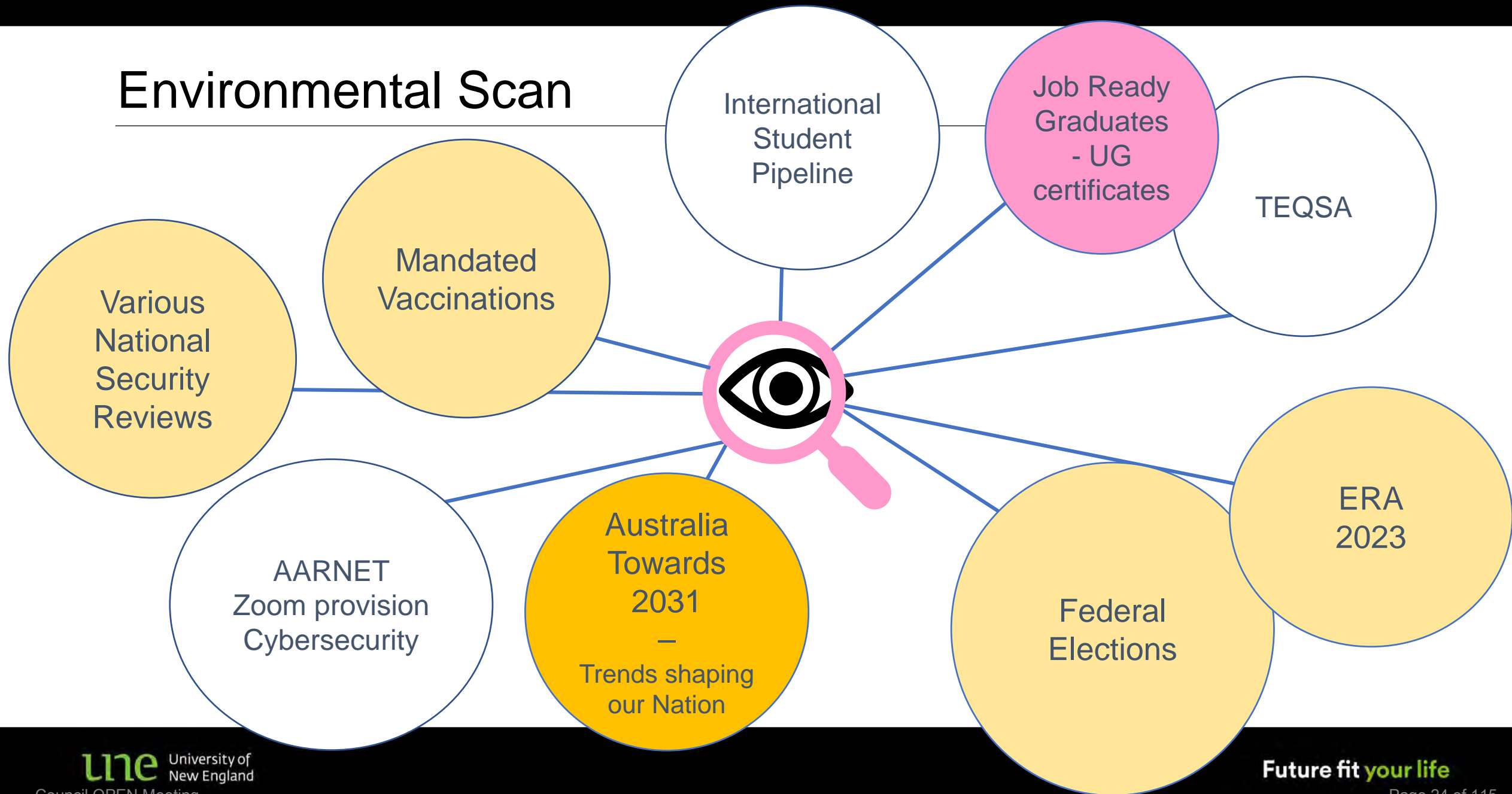


International Students

- Return to study plan approved by Government.
- Conditions need to be resolved:
 - Approved vaccines;
 - Quarantine approach; and
 - Flight Hubs.



Environmental Scan

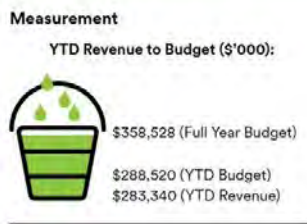




Performance and Reporting



Governance Metrics Our Finances



Governance Metrics Our Course Attractiveness

- Measurement**
- Offer to enrolment conversion rate: 11 August 2021 54.5%
Target TBC
 - Sticking from enrolment to census T2: 2020 = 84.1%
2021 = 84.3%



Governance Metrics Our Students

- Measurement**
- Student Commitment: On campus 82.05%
 - Student Commitment: Off Campus 62.58%



Governance Metrics Our Staff

- Measurement**
- PPDR completion: June 2021: 74.65%, July 2021: 75.36%, Target: 100%
 - % Staff engaged with check-in survey: July 2021: 33.5%, March 2021: 28.75%, 2019 Voice Survey: 28.75%

Key Operational Metrics update August 2021



Governance Metrics Our research and scholarship

- Measurement**
- %PhD Students confirmation of candidature on time: July 2020 (commenced) 54%



Governance Metrics Our Risks

- Measurement**
- Stability of risk profile # new risks: TBC
 - Ratio of risks R:A:G: TBC



Governance Metrics Our Spaces

- Measurement**
- Average # Interactions with LMS/Week 33: 2021: 171, 2020: 204, 2019: 223
 - Annual water consumption: TBC



Governance Metrics Our Quality and Compliance

- Measurement**
- # Course reviews on target: Target 80, On target 77
 - Overall unit satisfaction internal T1: Target 4+, Actual 3.95
 - Overall unit satisfaction external T1: Target 4+, Actual 4.05

Key Operational Metrics Update August 2021

- Our Finances (July 2021 – YTD) – whilst year to date results suggest we are on track, significant risks are emerging in achieving our full year target (refer YTD financial performance reports).
- Our staff – PPDR completion rates remain below target, but have increased this month. All staff should be checking in with their manager about PPDR in the coming weeks. Pleasingly more staff are engaging with the Staff check-in survey.
- Our Students – Student commitment in T2 is similar to past years, and remains an early indicator of attrition rates.
- Our course attractiveness –2021 T2 discontinuation rates appear to be an improvement on 2020. Targets are yet to be set for our offer to enrolments.
- Our spaces – overall student engagement with Moodle was lower than 2020 and 2019 for the comparable teaching week, due to a mid-trimester break.
- Our quality and compliance – 77 of the 80 Course reviews planned for 2021 are on target to be completed on time. With regard to Overall Unit satisfaction, external student satisfaction is slightly above target, whereas internal student satisfaction is slightly below. This is likely due to the COVID-restricted nature of the on campus experience in 2021.
- ★ Our research – 54% of PhD students who commenced last June have completed their confirmation of candidature. This metric will be updated again in October with detail with regard to trends.
- Further work is underway to refine and develop measures against the nominated metrics under 'Risk'.

2021 Load

- Cumulative Applicants for Trimester 3 are 7.1% and 2.0% higher than this time last year and 2019 respectively.
- Trimester 3 student load is currently -0.7% behind budgeted load.
- Both commencing and continuing student load have improved.
- Full year online student load continues to improve.





Pillars and Project Framework

Our Three Goals



Goal 1

Personalised Learning Journeys



Goal 2

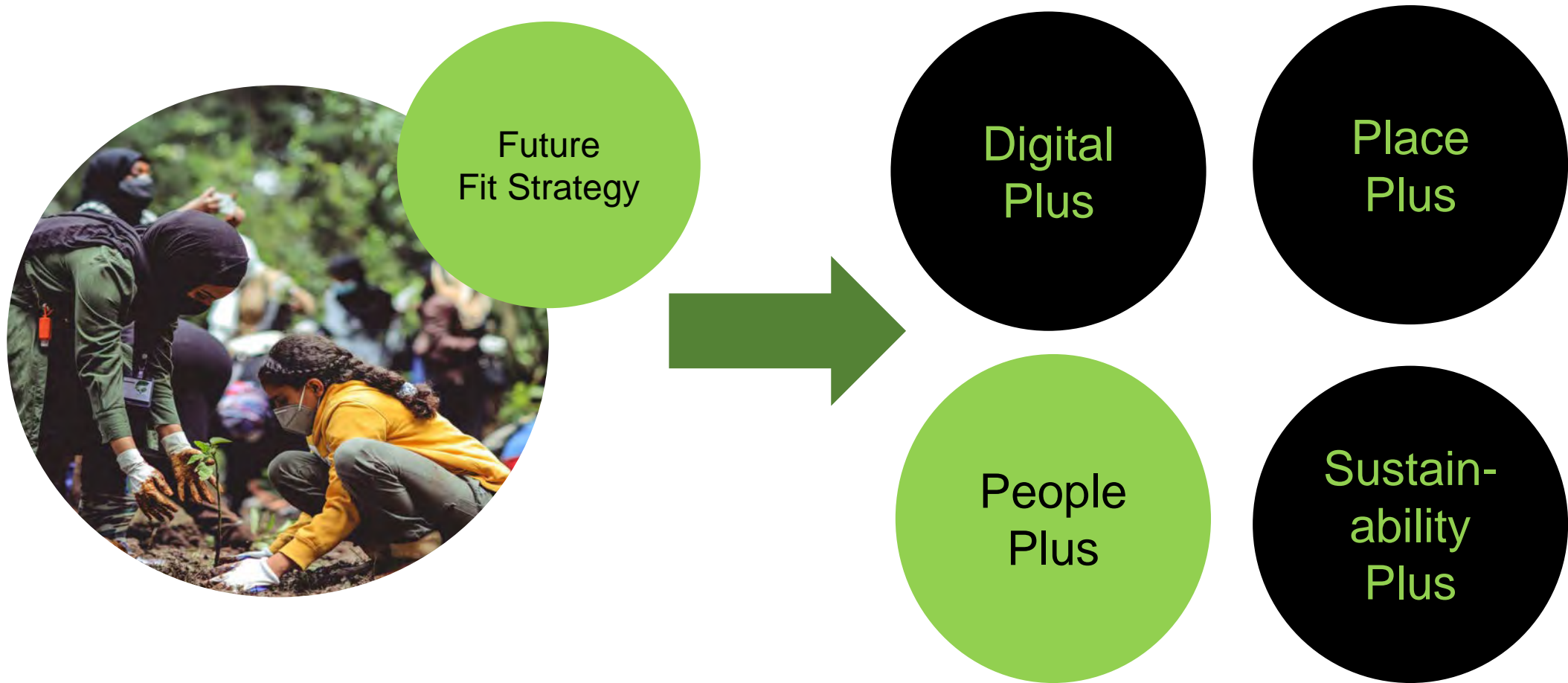
Empowering Communities



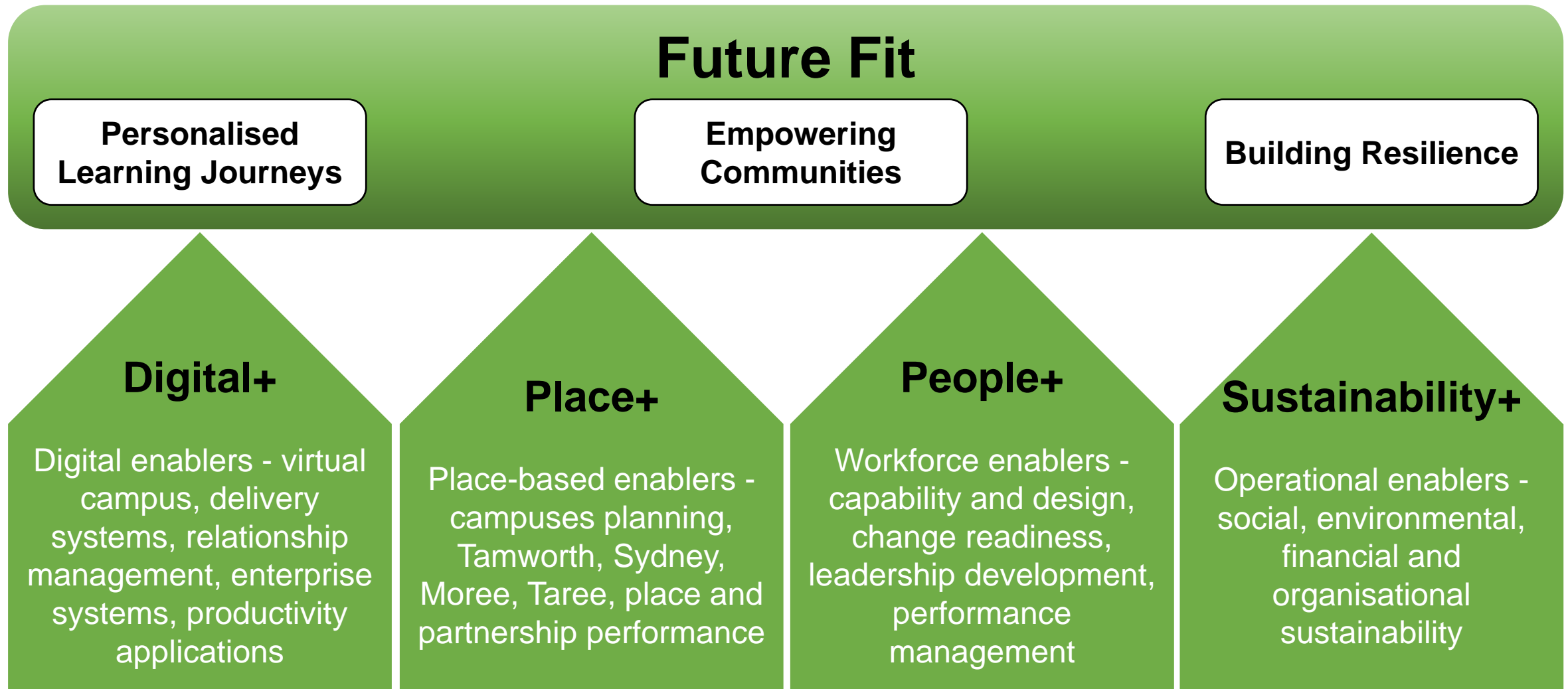
Goal 3

Building Resilience

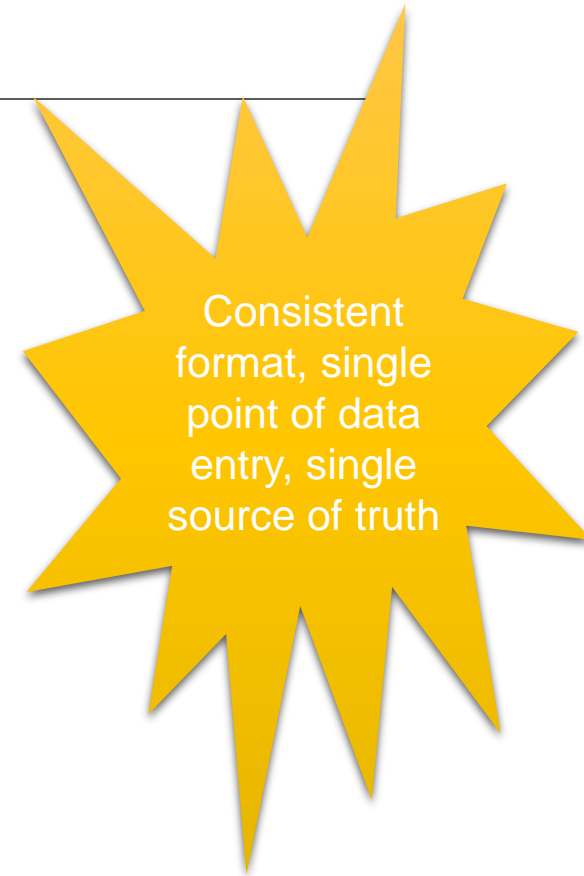
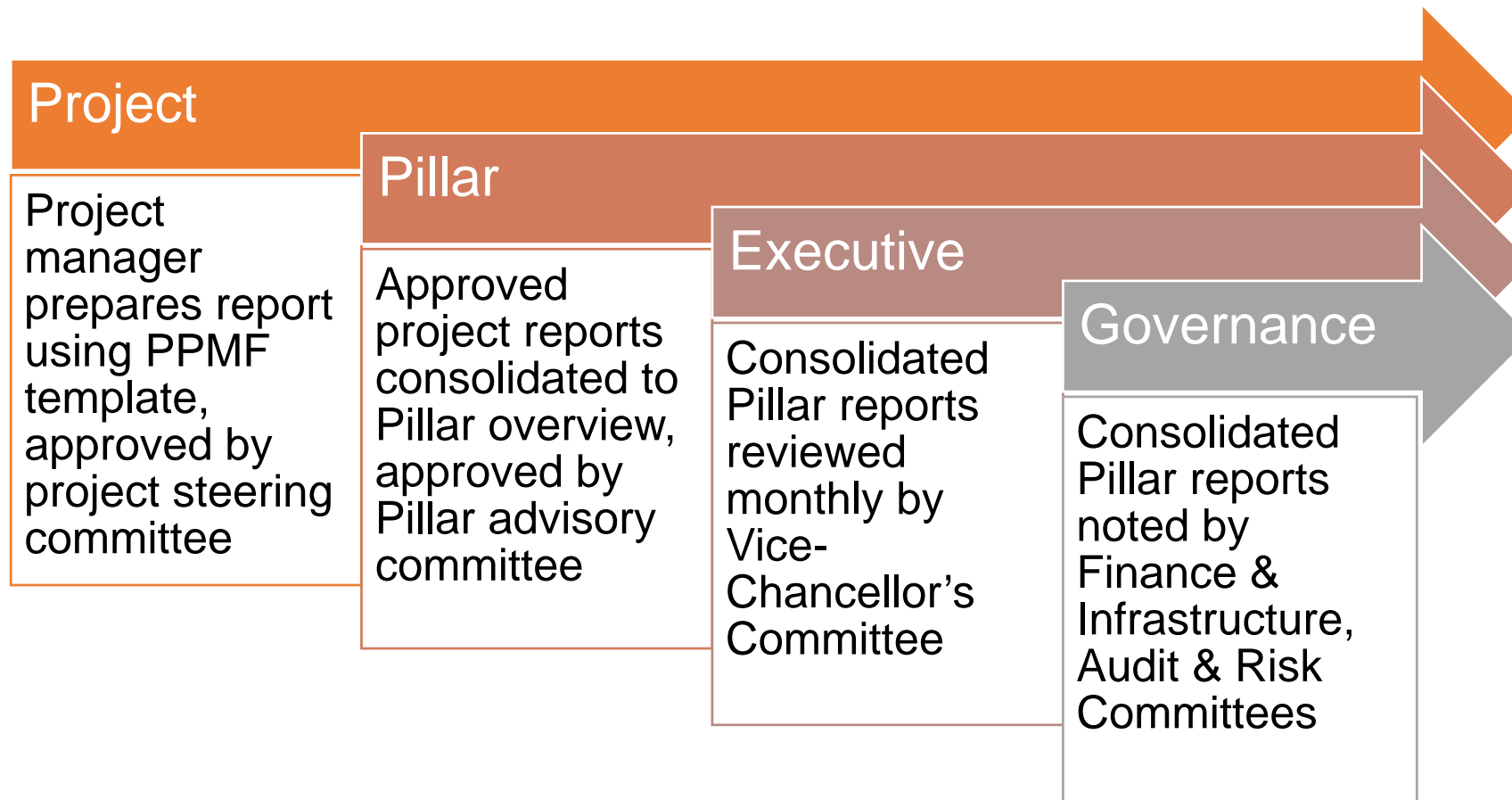
How we deliver our strategy



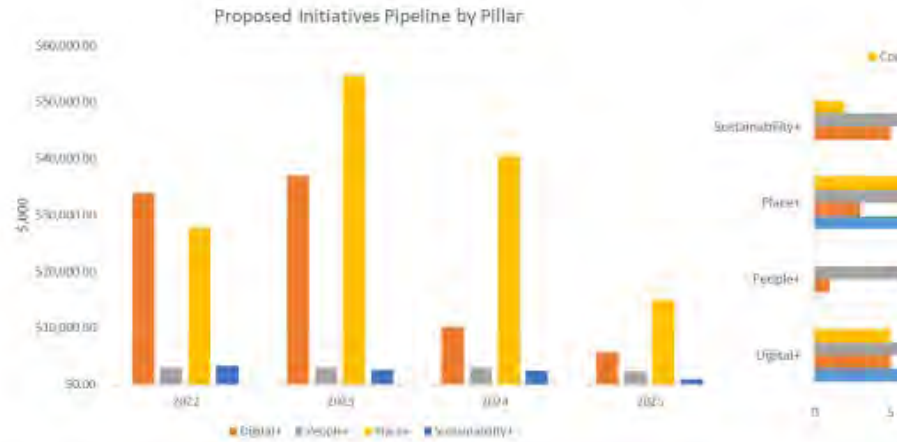
Our Pillars are Future Fit Enablers



Project / Pillar Reporting



...and Monitor Strategic Initiatives Over Time



New Project Reporting Format

- Easy to scan view across all projects in a pillar.....

Project Details and Stage	Project Deliverables and Approval points	Q3 Q4	Resourcing RAG Status	Comments
Connected Learning Executive Sponsor: VC, VP Education Future Project Lead: Digital Portfolio Manager This project works in tandem with the IAB and Future Fit Campus to deliver a new hybrid educational model offering digital first programs and delivery an innovation pipeline (partnership) with companies and a new, dynamic product development framework. It connects with Data and analytics insights, it delivers teaching analytics and facilitates learning to achieve excellent, efficient and scalable results.	Executive Sponsor Business Case Development Student Case Budget Approval Approval by Project Mgr. Dept. Chair Project Committee	2022 2023 2024 2025	Green Green Green Green Green Green	Human Project Manager approval for 2022. Add time resource mapped to an initiative. Risk: More engagement in 2023 and Connected Learning program required without support. Budget: Not budget yet to be allocated. Sponsor: Followed in the business case and agreed to by all parties. Schedule: 100% on schedule. Connected Learning plan is underway. Review update status.
Future Fit Campus Executive Sponsor: VC, VP Future Fit Project Lead: Digital Portfolio Manager This project will establish the 'operational' platform for learning, support services and a digital strategy. This includes a digitally enabled student experience and platform supported by and beyond 2024. The Future Fit Campus includes new learning formats, new use of virtual and data insights to learn from the student's digital footprint.	Executive Sponsor Business Case Development Executive Approval Approval by Project Mgr. Dept. Chair Project Committee	2022 2023 2024 2025	Green Green Green Green Green Green	Human Project Manager not to be approved. Risk: Critical cost modeling is not final step. Budget: Not to be allocated. Sponsor: Followed in the business case and agreed to by all parties. Schedule: Delayed schedule started on late of side due to change in needs and analysis is required in 2022. Project will have 2024 to commence by 2025.
Micro-credential / Badging Executive Sponsor: VC, VP Education Future Project Lead: IBC The initiative will deliver a transparent and system for credit recognition and short courses online. The digital platform is essential to successfully deliver the mix of learning, teaching and assessment, and ensure collaboration in course development. Research in 2021 will inform the design and implementation in 2022.	Executive Sponsor Business Case Development Research Requirements and Approval Budget Dept. Chair Dept. Committee	2022 2023 2024 2025	Green Green Green Green Green Green	Human Project Manager not to be approved. Risk: Critical cost modeling is not final step. Budget: Not to be allocated. Sponsor: Followed in the business case and agreed to by all parties. Schedule: Delayed schedule started on late of side due to change in needs and analysis is required in 2022. Project will have 2024 to commence by 2025.
Future Students Executive Sponsor: VP VP IBC Project Lead: Digital Portfolio Manager This project will refine the current state of the website to optimize a student's online experience for course selection, advising and enrollment. It will also explore digital strategies to enhance digital marketing and content management systems, an advanced learning engine and immersive video system.	Executive Sponsor Business Case Development Student Case Budget Approval Approval by Project Mgr. Dept. Chair Project Committee	2022 2023 2024 2025	Green Green Green Green Green Green	Human Project Manager not to be approved. Risk: Critical cost modeling is not final step. Budget: Not to be allocated. Sponsor: Followed in the business case and agreed to by all parties. Schedule: This not schedule started on late side due to change in needs and analysis is required in 2022. Project will have 2024 to commence by 2025.

Focus: Students

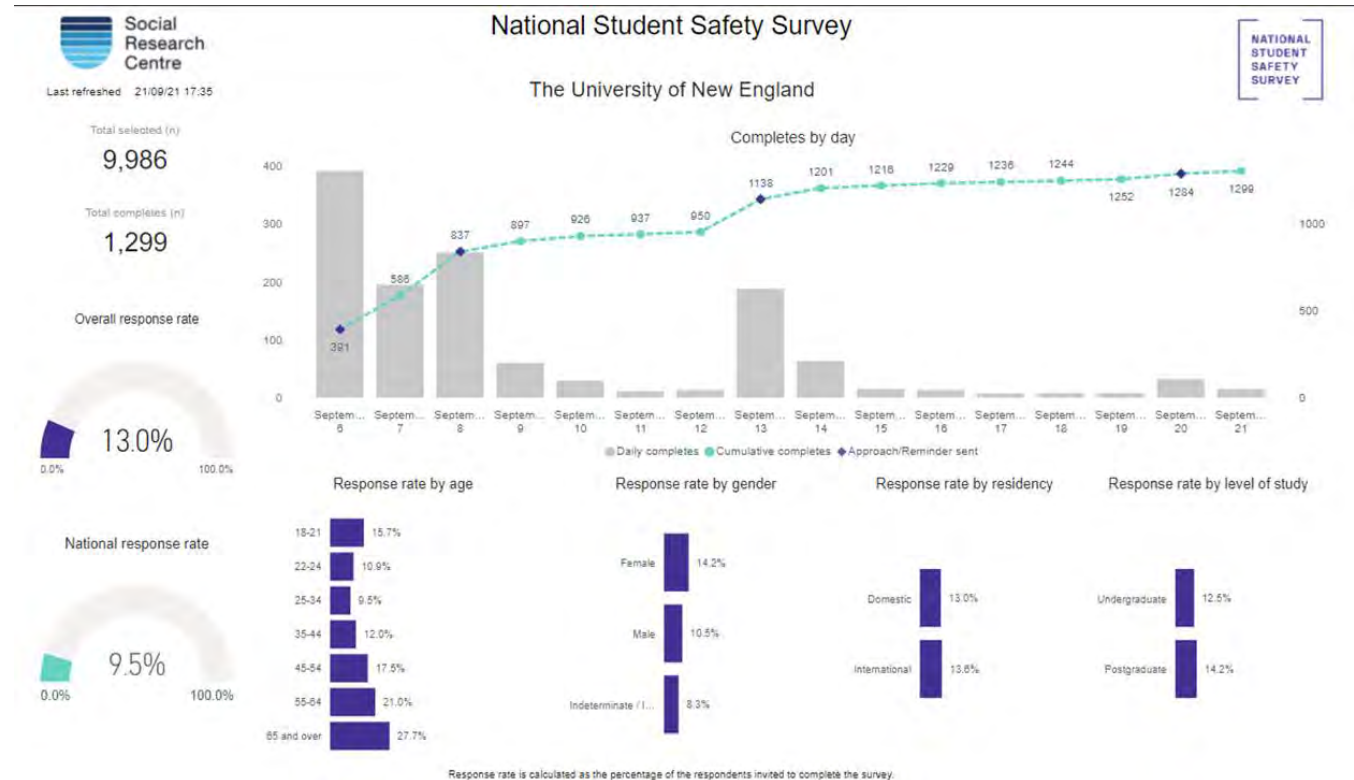
- Student journey maps.
- HEPPP.
- Student Consultative Committee.
- Residential Colleges.
- Dixon Library.
- Student Concerns, Complaints and Grievances.
- National Student Safety Survey (NSSS).



National Student Safety Survey



- Student Safety Survey.
- Senior Adviser – Respectful Communities.
- Recruitment of staff – COVID impact hits recruitment.



Focus - People & Culture

- Executive Recruitment.
- July/August Check-in Survey.
- Reflections on September Faculty meetings.
- Leave Liability – Business Lite Weeks.
- Fair Work Amendments 2021 - Casual Staff Conversion.



A vital part of our workforce

- Casual staff represent a vital part of the UNE work force.
- They allow us to:
 - Manage seasonal trends;
 - Manage peaks and troughs in workload;
 - Substitute in specific technical expertise;
 - Run our timebound projects;
 - Manage our out-of-hours services; and
 - Respond to change.

