

# Council OPEN Meeting

<b>Schedule</b>	Friday 27 May 2022, 9:00 — 11:00 AEST
<b>Venue</b>	Council Room & Zoom Video Conference
<b>Organiser</b>	Gabrielle Price

## Agenda

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### 1. MEETING OPENING 1

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#### 1.1. \* Reconciliation Action Plan - Acknowledgement of Country 2

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.

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#### 1.2. \* Apologies - DVCR - Mike Wilson 3 Presented by James Harris

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#### 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




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

For Approval - Presented by James Harris

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1.5. Confirmation of Minutes	6
<p>Minutes of the meeting held on 31 March 2022 have been circulated for comment.</p> <p>A signed copy of the minutes once confirmed will be available for viewing in the Convene Document Library.</p> <p>Presented by James Harris</p>	
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Council is asked to:


1) APPROVE amendment to the:

- a. Freedom of Speech Principles and Academic Freedom Statement; and
- b. Freedom of Speech and Academic Freedom Guidelines.

2) ENDORSE and RECOMMEND to the Vice-Chancellor (FOR APPROVAL) amendment to the Code of Conduct (including a mandatory 12-month review); and

3) NOTE the Chair of Academic Board's report to Council, report #22003 For Endorsement - Presented by Robyn Bartel

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Council is asked to NOTE the Due Diligence Obligations (WHS) Report #22075

For Noting - Presented by Peter Creamer

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7.1. \* Council Policies Report #22069 103

Council is asked to:

1) APPROVE the Policy Framework Policy (attachment 2)

2) NOTE the draft Associated Information – Policy Themes which will be made by the Director Governance and University Secretary following further discussion with academic governance committees;

3) NOTE that on confirmation of the approval of the Policy Framework Policy, administrative changes to the policy instruments in Appendix 1 are proposed to be updated from current status as “Guideline” (or its plural) to “Policy” or its plural, consistent with the new Policy Framework Policy.

These changes will be progressed under delegation held by Director Governance and University Secretary for Council policies and with VC approval for Vice-Chancellor approved policies; and

4) NOTE the Council Policies Report #22069.

For Approval - Presented by Gabrielle Price

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Presented by James Harris

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Presented by James Harris

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# 1. MEETING OPENING

## 1.1. \* Reconciliation Action Plan - 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.

## 1.2. \* Apologies - DVCR - Mike Wilson

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



## 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. Confirmation of Minutes

Minutes of the meeting held on 31 March 2022 have been circulated for comment.

A signed copy of the minutes once confirmed will be available for viewing in the Convene Document Library.

Presented by James Harris

## 1.6. \* Action Items

Presented by James Harris

Action items arising from  
 Council OPEN Meeting  
 Friday 27 May 2022, 9:00 — 11:00 AEST

Action	Due Date	Assigned To	Status
5.1. Due Diligence Obligations (WHS) Report #22074 - 31/03/22 Chief Operating Officer to consider presenting the information for the outliers on the sick leave bar chart by faculty.  20/05/22 – Agenda 27/05/22 meeting – Report #22074	27 May 2022	Tracey Lye, Elizabeth Taylor, Lisa Burr	Completed

## 2. CHANCELLOR'S REPORT

## 2.1. \* Chancellor's OPEN Report #22057

Council is asked to NOTE the  
Chancellor's OPEN Report #22057.

For Noting

Presented by James Harris

<b>Authority</b>	COUNCIL OPEN	<b>Date</b>	27 May 2022
<b>Report Ref</b>	#22057	<b>Item No</b>	2.1
<b>Proposer</b>	Mr James Harris, UNE Chancellor		
<b>Developed with</b>	Specialist, Governance Liaison		
<b>Authorised by</b>	Mr James Harris, UNE Chancellor		

## #22057 – Chancellor’s Report to Council

### Report Purpose & Origin

Purpose	To provide Council with the Chancellor’s Report for the 27 May 2022 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 #22057.

### Executive Summary

This report provides an update of the following:

- Autumn Graduations
- Open Day
- AICD Foundations in University Governance course
- HEDx Live Event – Gender Equity & Inclusion – Sydney 2022
- Summary of Chancellor’s Activities – March – May 2022

### Key Information

#### Autumn Graduations



After a hiatus of over two years due to the 2019 bushfires and then the COVID-19 pandemic it was wonderful to once again come together as a university on the 29 April – 1 May to celebrate our core business, graduating students.

At the Autumn Graduation there were six (6) ceremonies in total as, together with the university’s regular Graduation program, an additional 3 celebration ceremonies were held for those alumni who missed out on physically attending their Graduation in 2019 – 2021.

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<i>Report title</i>	Chancellor's Report to Council	<i>Report Ref</i>	#22057

Numbers at each of the Graduation ceremonies were as follows:-

- 29 April – Science, Agriculture, Business & Law Awards - 156 graduands
- 29 April – Science, Agriculture, Business & Law Graduate Celebrations - 143 graduates
- 30 April - Humanities, Arts, Social Science & Education Awards - 144 graduands
- 30 May – Medicine & Health Awards - 162 graduands
- 1 May - Humanities, Arts, Social Science & Education Graduate Celebrations - 132 graduates
- 1 May - Medicine & Health Graduate Celebrations - 171 graduates

When it is estimated that the footfall for each graduate was 2.5 persons clearly this graduation was a huge success, which was clearly reflected by all the smiling graduate faces and those of proud parents, partners and family witnessed at each ceremony.

The university was especially fortunate to be able to confer seven (7) long overdue Honorary Doctorates and a University Medal over the course of these ceremonies on the following recipients and were both honoured and entertained by the Occasional Addresses presented by Professor Linda Agnew; Dr David Ellyard; Mr Don Walker; Mr Gary Smith; Ms Yves Byers & Mr Bernie Shakeshaft.

- Mr Colin Ahoy - Honorary Doctorate of Letters
- Dr David Ellyard – Honorary Doctorate of Science
- Mr Robert Finch - Honorary Doctorate of Letters
- Mr Bernie Shakeshaft - Honorary Doctorate of Letters
- Mr Gary Smith - Honorary Doctorate of Letters
- Mr Don Walker – Honorary Doctorate of Letters
- Ms Yves Byers – University Medal

### *Sashing Ceremony*



Ooralta holds a Sashing Ceremony on each Graduation Day to acknowledge Aboriginal and Torres Strait Islander students' academic achievements alongside other Aboriginal & Torres Strait Islander students. The Autumn Graduation Ceremonies saw 31 Aboriginal and Torres Strait Islander graduating students and an additional 12 attendees for the extra 'catch up' celebration ceremonies. Of these, 28 of the graduating Aboriginal and Torres Strait Islander students attended the 'Sashing Ceremony' held at Ooralta each morning from 29 April – 1 May together with Chancellor James Harris and Vice Chancellor and CEO, Brigid Heywood who were joined on Friday 29 April by Deputy Vice Chancellor Jan McClelland.



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Among these graduating students was Kate Kepreotes, a 28 year old Wiradjuri descendent, who was conferred with a Bachelor of Nursing and becomes the first in her family to obtain a university degree. Another success story is Carly Augustine, a 26 years old Torres Strait Islander descendent, who lives in Mundubbera, a small town in Queensland. Carly started studying online with UNE in 2016 and gradually completed her degree one subject at a time studying at night, during lunch breaks and on weekends to graduate with a Diploma in Business. Carly stated that “graduating with this Diploma has given me the ‘pick me up’ to keep going’ and she is currently enrolled in a Bachelor of Organisational Leadership at UNE and from there plans to undertake a Master of Professional Accounting.

A final showcase of the work the “Ooralta Aboriginal Centre” does to support the success of every Aboriginal and Torres Strait Islander student is Talea Doolan, a Gamilleroi woman, born and raised in Tamworth. Talea Doolan has experienced many firsts. The first granddaughter born in over 80 years on her dad’s side; the first person in her family to ever live and work overseas, she had received an Internship at Disney World in Florida - but finally and most importantly; Talea was the first person in her family to receive a university degree.

All the graduates have a high regard for the “Ooralta Aboriginal Centre” and thanked all the staff for being so supportive of every graduates academic journey.

### *UNE Open Day*

Proved another success for the university with 1091 potential students visiting the campus. This event not only attracted students from our local high schools but strong representations from Ashford Central School; Barraba Central School; Bowraville Central School; Calrossy Anglican School; Carinya Christian School, the Coffs Harbour High Schools; Coolah Central School; Dorrigo High School; Dungog High School; Farrer Memorial Agricultural High School; the Hunter Regional High Schools; Gloucester High School; Grafton High School; Gulgong High School; Macksville High School; Maitland High School; Manilla Central School; McCarthy Catholic College; Melville High School; Mudgee High School; Muswellbrook High School; Oxley High School; Peel High School; Rutherford Technology High School; Scone High School; South Grafton High School; Tenterfield High School; Warialda High School; Wee Waa High School; Wingham High School; Maclean High School; Gunnedah High School; Bellingen High School; Scone Grammar School and Tomaree High School.

The university has received amazing feedback with the students responding positively to the change of venue to the Booloominbah Lawns and the College residences tours. They were particularly enamoured with their ‘day in the life of a student’ overnight stays in the colleges especially Duval College, which was well above what the students expected.

### *AICD Foundations in University Governance course*

On 26 – 28 May 2022 Emma Wellham, Melanie Fillios, Megan Aitken and Jane Schmude attended the ‘Australian Institute of Company Directors Foundations of University Governance’ course in Sydney. AICD provided an opportunity to discuss good governance, strategy, finance and recommendations for university councils, post-pandemic.

Attendees participated from Western Sydney University, Macquarie University, Southern Cross University, University of Queensland, Griffith University and University of New England. Participants held a variety of roles including University Council/Senate Appointed Members, Council/Senate Elected Members and staff with roles in Governance/Secretariat.

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Attendance in person provided a chance to connect with fellow Council members and university staff. All attendees expressed their satisfaction with the course, the course content, presentations and networking opportunities. The elected members would like to thank the UNE Council and Chancellor's Council for the opportunity to attend AICD, including the Chancellor's dinner.

One of the greatest benefits of AICD was the opportunity to meet and learn from other council members on how they do things.



#### *HEDx Live Event – Gender Equity & Inclusion – Sydney – 24 May 2022*

Congratulations are extended to Vice-Chancellor & CEO, Brigid Heywood, who presented at this event as part of the panel along with Professor Patricia Davidson (VC, University of Wollongong, Emeritus Professor Martin Betts (Co-Founder, HEDx) and Karl Treacher (CEO, The Culture Institute of Australia). The 2022 HEDx Live Event focused on gender equity and inclusion in the Australian higher education sector and provided the university a powerful opportunity to be part of an important conversation and vehicle of change for the sector.

#### *Summary of Chancellor's Activities – April – May 2022*

- 20<sup>th</sup> April meet with Principal at The Armidale School
- 29 April – 1 May attended all six Graduation Award & Celebrations ceremonies
- 5<sup>th</sup> May attended the AICD Gala Dinner in Canberra as a keynote speaker on 'What Keeps Chancellors Up At Night'
- 13<sup>th</sup> May met with Kim Usher to congratulate her on being appointed to the Australian Research Council College of Experts
- 22<sup>nd</sup> May in conjunction with Vice-Chancellor conducted a special family Graduation ceremony for a 77 year old graduate who could not attend the Autumn Graduation ceremonies as a result of being diagnosed and treated for cancer. As an alumni, she now follows in the footsteps of two of her children and one grandchild.



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### 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.

### Appendices / Supporting Documentation

Nil

### **3. MANAGEMENT REPORTS**

### 3.1. \* Vice-Chancellor & CEO's OPEN Verbal Report #22063

Council is asked to NOTE the Vice-Chancellor & CEO's Verbal OPEN report #22063.

For Noting

Presented by Brigid Heywood

### 3.1.1. \* Thematic Focus / Spotlight - Places #22178

Council is asked to NOTE the Thematic  
Focus / Spotlight - Places, report #22178

For Noting

Presented by Brigid Heywood



<b>Authority</b>	COUNCIL OPEN	<b>Date</b>	27 May 2022
<b>Report Ref</b>	#22178	<b>Item No</b>	3.1.1
<b>Proposer</b>	Professor Brigid Heywood, Vice-Chancellor and CEO		
<b>Developed with</b>	Executive Team and Colleagues		
<b>Authorised by</b>	Mr James Harris, UNE Chancellor		

## #22178 - Focus Area – Places and Spaces

### Report Purpose & Origin

Purpose	To provide the Council’s open session with an update regarding the theme for May – Places and Spaces.
Origin	Scheduled item
Governance focus	<a href="#">Council Policy</a> : Monitor the performance of the University and Vice-Chancellor/CEO. <a href="#">TEQSA Act 2011</a> Ref: 6. Governance and Accountability: 6.2.1 (Corporate Monitoring and Accountability).
Accountability	UNE Council

### Resolution

Council is asked to NOTE the presentation on Focus Area: Places and Spaces, report #22178.

### Executive Summary

Central to *Future Fit* is a redefinition of UNE’s already strong focus on being a leading regional university which addresses need through education and engagement. In practice this means reimagining our contributions to student access and success and a model for the engaged support of partnerships, grounded in a shared knowledge exchange agenda and a drive for innovation to enable economic growth and social resilience.

Underpinning these focus areas is an emphasis on the ‘education canvas’ through the lens of **‘place-based’** model, that includes multi-mode provision and encompasses our location specific activities (**places**) as well as our cloud based systems and the provision of online education (**our spaces**).

With support from Council (#21098 Council May 2021) UNE has progressed plans and projects to ensure that all of our infrastructures support contextualised teaching, research and engagement.

This report details progress over the past twelve months to advance a UNE place-based design model which addresses the regional agenda and provides a clear framework for developing an updated masterplans for UNE Places.

Future Fit Alignment	Contribution of this initiative
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<input checked="" type="checkbox"/> Goal 1: Crafting, adapting and supporting learning journeys that are distinctive in their accessibility and flexibility.	Strategic Projects mentioned in this report are aligned to Future Fit
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<input checked="" type="checkbox"/> Goal 2: Creating and sharing knowledge to make a difference locally, regionally and globally.	Strategic Projects mentioned in this report are aligned to Future Fit
<input checked="" type="checkbox"/> Goal 3: Committing to environmental, social and financial resilience for the University, our staff, our students and our communities.	Strategic Projects mentioned in this report are aligned to Future Fit

**Appendices / Supporting Documentation**

Attachment 1 Update Thematic Focus / Places & Spaces  
Refer Also: Reading Pack: Convene Document Library / Council and Council Committees / Council OPEN / 27 May Meeting





# Future Fit - Places and Space Council Meeting

Meeting Pack  
**OPEN (#22178 Attachment 1)**

May 2022

TRIM D22/50794



# Acknowledgement of Country

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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

# Introduction and Context

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Future Fit sets the strategic framework for **UNE** - it's creation was informed by a range of consultation and data mining processes. – at this stage in its implementation an update around and consideration of the 'place based' element of Future expressed through our engagement in 'places and spaces' is timely.

This update of **UNE Future Fit** Places and Spaces is set within the wider context of:

- **UNE**'s aim to be a leading REGIONAL university
- The carefully considered value of a defined **UNE** presence relative to related growth and engagement objectives
- The importance of providing virtual 'places and spaces' for our all students – some of whom will never visit a campus or study centre
- How a **UNE** presence on the ground provides leverage within 'place based' relationships and allows economic opportunity to be capitalized on.

Future Fit Places and Spaces ; new Council Members, might wish to review the 2021 thematic presentation [#21098 ]. **UNE Metro, UNE Tamworth, UNE Moree and STEM Q have also been provided**

# COUNCIL Reading Pack

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- Advancing **UNE Future Fit** – the place based agenda
- 2022 status update **UNE Armidale** ([Slide 9 et seq](#))
- 2022 status update **UNE Metro** ([Slide 15](#))
- 2022 status update **UNE Tamworth** ([Slide 20](#))
- 2022 status update **UNE Moree** ([Slide 25](#))
- 2022 status update **UNE Taree** ([Slide 29](#))
- Digital Spaces ([Slide 32](#))
- Place Based Innovation ([Slide 35](#))
- Relevant Reviews (Farms, Colleges) and Projects (STEM Q) ([Slide 38](#))



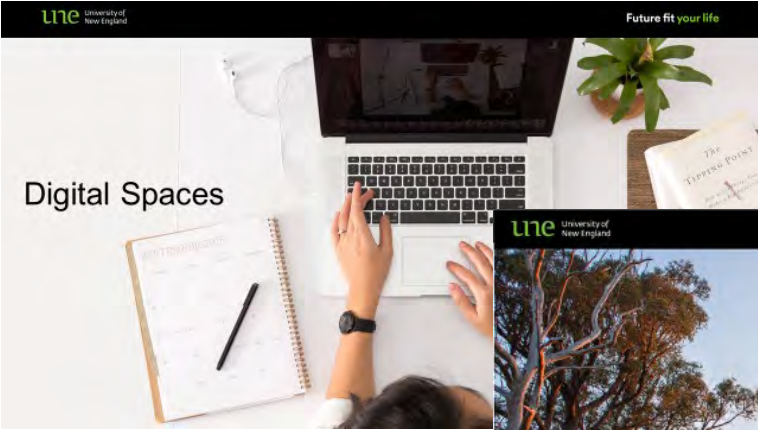
Places +

# Introduction and Context (continue)

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Each **place-based decision** is considered through the lens of :

- Enhancing the growth agenda
  - Out-Reach Opportunities
  - Forwarding Research and Knowledge capital
  - Industry partnership and job creation
  - Gaining community traction and support.
- **UNE needs to be ready** to pivot towards 'local' funding opportunities which support the objectives of Future Fit, and related strategic instruments (e.g. NSW Gov. Roadmap, Fed Gov initiatives)
  - This requires '**agile**' **decision making**, a set of clear principles guiding decisions and a firm evidence based view of the opportunity presented and the risk appetite parameters.



# Defining our Campuses (see also #21098)

Campus Plan Design based on distinct aggregation of Places and Spaces with in the following decision making framework

	Core	Generic	Specialised	Bespoke
Staff	All	Majority	Selected	Few / both CC and Adjunct / Partners
Students	All (mode independent)	Majority (mode independent)	Specific Cohorts / critical load	Selected
Alumni	All	Some	Some	Some
Partners	Business and Delivery	Business and Delivery	Co-designed and funded	
Community	Social Contract	Targeted Groups	Specific Groups	Invited Groups
Other	e.g. International Partners			

## In Summary, UNE Places and Spaces (see also #21098)

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Long-term  
transformative  
focus for mutual  
benefit  
(3-10 years)

'Leading  
Regional  
University  
Integrated with  
community

Way of working  
to develop  
innovative  
connected  
action

Confirm joint  
goals and  
shared assets

Confirm and  
develop Core,  
General,  
Specialised and  
Bespoke model  
for all spaces  
and places

Delivery of  
specific  
outcomes and  
actions



# Performance Dashboard – Update 2021/2022

## Personalised Learning Journeys

## Empowering Communities

## Building resilience

### 2021 Targets

- ✓ Complete LMS business case and progress with design and implementation (2021)
- 50 enrolments in UG Certificates from Tamworth (2021)
- ✓ 5 courses relevant to community need in UNE Places with UG Certificate Entry and Exit points (2022)
- ✓ Finalisation of model for industry tutors and peer learning in UNE Places (2021)
- ✓ Fit-out of spaces in Tamworth (2021).
- Temporary Agronomy teaching space completion (2021)
- Sydney – design of new building completed and tender awarded (2022)

- ✓ Project Brief, Project Plan and Business Case for STEM Precinct (2021)
- ✓ Place based plans for Moree and Taree (2021/2022)
- ✓ Post -COVID operations confirmed.(2021)
- ✓ Complete SRI expansion into Armidale CBD (2021)
- Tullimba feedlot expansion will be completed (2021)
- Completion of Research protection project with 4 new generators installed by end 2021
- ✓ Project Brief and Business case for UNE Venue
- ✓ New projects with industry / community (2 in 2021)

- ✓ Strategy & Business Case for UNE Metro completed (2021)
- ✓ Develop Business case for RIMS (2021)
- Project brief for Destination UNE
- Benchmarks for ‘regionality’ defined & approved (2021/2022)
- Define types of ‘space’ inline with TEFMA (2022)
- Complete condition audit, SAMP and Campus Master Plans (2021)
- ✓ WHS priority “Tag and Test” electrical work to be completed by the end of 2021
- ✓ Focus on WHS rectification and remediation in 2021 budget

### Long term Targets

- Increase in enrolments to NE Places
- Improved market share in UNE Places
- Improved student satisfaction in UNE Places
- Improved student retention in UNE Places
- Accessible places and spaces provided on each campus
- Contribute to Place through Technology rich spaces
- Improved student satisfaction in UNE places and spaces
- Similar look, feel and functionality across all spaces
- Make UNE campuses a destination of choice

- Retention of graduates within region
- Increase the level R&D activity in industry of NENW
- Improve average student FTE within NENW
- Increase R&D activity in purpose built UNE facilities
- Create valued ‘Town with Gown’ spaces for use by community members
- Partnering is tactical and purposeful – model developed and implemented

- Increase in research projects linked specifically to UNE Places
- Improved public perception of UNE as a community partner
- Financially sustainable co-designed teaching and learning model developed and deployed I
- Efficient use of space to reduce overhead and capex costs
- “Partners” integrated into places/spaces
- SAMP and CMP for all campuses
- Lower carbon footprint and “green” campus model prevails