

**THE UNIVERSITY OF NEW ENGLAND
MEETING OF THE COUNCIL
TO BE HELD ON 25TH MAY 2018
IN COUNCIL ROOM, BOOLOOMINBAH
AT 08:45 AM**

OPEN AGENDA

Item	Purpose / Support	Presenter
PRE Meeting - In Camera Session (Council Members Only) from 8.30am - 8.45am		Harris, James
1. MEETING OPENING AND WELCOME COMMENTS		
1.1. * Acknowledgement of Country	We acknowledge the traditional custodians of this land on which we meet and show respect to their Elders past and present.	Harris, James
1.2. * Apologies		Harris, James
1.3. * Council Member Conflict of Interest Disclosures	Council members are asked to disclose any material interest, consistent with Schedule 2A Clause 5 of the University of New England Act 1993 (NSW).	Harris, James
1.4. Disclosed Register of Interest	Council Members are asked to provide any update to their Disclosed Register of Interest to the Office of the Secretariat (form attached).	Harris, James
1.5. * Order of Business (including adoption of non-starred items)	Council is asked to ACCEPT the Order of Business. Council is asked to ACCEPT that non-starred items be adopted.	Harris, James
2. MINUTES OF PREVIOUS MEETING		
2.1. Confirmation of Minutes	Minutes of the meeting held on 16 March 2018 were approved as a true and correct record via email on 18 May 2018. These minutes are available for viewing in the Council reading room once signed.	Harris, James
2.2. * Matters Arising	Council members are asked to NOTE the matters arising from previous minutes.	Harris, James
3. PRESENTATION		
3.1. * University Activities in Focus #18190 (oral presentation)	Professor Aron Murphy, Dean of the Faculty of Science, Agriculture, Business and Law (SABL) will provide a presentation regarding some of the current innovative activities occurring in the Faculty. Council is asked to NOTE the University Activities in Focus presentation #18190.	Duncan, Annabelle/ Aron Murphy

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4. LEADERSHIP		
4.1. * Chancellor's Open Report to Council #18163	Council is asked to NOTE the Chancellor's open report to Council, #18163	Harris, James
4.2. * Vice-Chancellor's Report to Council #18207	Council is asked to NOTE the Vice-Chancellor's Open report to Council, #18207.	Duncan, Annabelle
4.3. * Chair of Academic Board Report #18121	<p>Council is asked to:</p> <p>1)NOTE the Chair of Academic Board Open report to Council, #18121(1);</p> <p>2)APPROVE the revised Terms of Reference for Academic Board Standing Committee, which were ENDORSED and RECOMMENDED to Council by the Academic Board, #18121(2); and</p> <p>3)APPROVE, subject to confirmation of a flying minute to the Academic Board Standing Committee, a minor amendment to 'meetings' clause of the Terms of Reference for the new Curriculum Committee, as endorsed and recommended to the Council by the Academic Board Standing Committee #18121(3).</p>	Mark Perry
5. GENERAL ITEMS		
5.1. Council Member Elections, #18233	The Council is asked to NOTE the schedule for Council elections for 2018, report #18233	Peet, Brendan
5.2. * UNE Alumni Association, #18179	<p>Council is asked to:</p> <p>1)NOTE the report regarding the UNE Alumni Association Standing Committee, report #18179;</p> <p>2)Request that the Council nominate, for membership of the UNE Alumni Association Standing Committee for a four year term (subject to continued Council membership), two Council members who are UNE graduates; and</p> <p>3)APPROVE the disestablishment of the Standing Committee of Convocation.</p>	Duncan, Annabelle
6. GENERAL BUSINESS		

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7. MEETING FINALISATION		
7.1. Work Plan 2018	Council is asked to NOTE the 2018 Open Council work plan	Peet, Brendan
7.2. Next Meeting	The next meeting of Council is scheduled for 27 July 2018 and will be held in the Council Room, Booloominbah.	Harris, James
7.3. * Meeting Close		Harris, James

Attachments Table: Council Meeting - Open -25 May 2018

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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, or 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.





**UNE COUNCIL AND SENIOR EXECUTIVE
REGISTER OF INTERESTS DECLARATION**



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 avoid conflicts, on this form Council members / Senior Executive may disclose material interests in other situations or areas in which it might even 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 conflicts of interest 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.

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, or 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:	

2.2 Matters arising from previous meetings

Meeting/Item #	Action	Status
28 July 2017, Item 3.1. UNE Students Association Report to Council #17181	The Chief Legal and Governance Officer agreed to write to the new UNESA Board regarding a number of suggestions for the new UNESA Constitution.	In progress. Have been in touch with UNESA and awaiting further discussions regarding a possible Student Senate at UNE.
16 March 2018, Item 5.1 * Approval of Annual Report (Year Ended 31 December 2017) #18116	The Vice-Chancellor was asked to talk to the Diversity Framework 2017 at the next Council meeting.	Complete. Referred to with the VC's Open report to Council.
16 March 2018, Item 5.1 * Approval of Annual Report (Year Ended 31 December 2017) #18116	The Chief Financial Officer was asked to review the Annual Reporting obligations and advise if the table as presented was required.	Complete. Obligations are for budget and variance. Structural analysis optional though agreed to submit annual report as per draft.

Purpose

To provide Council with the Chancellor's Report for the May 2018 Council Meeting.

Origin of report: Scheduled work plan item.

Related to Terms of Reference: Providing strategic leadership to the University.

Recommendation**Mr James Harris, Chancellor**

Council is asked to NOTE the Chancellor's report to Council, #18163.

Executive Summary

The year that is 2018 is in full swing as I prepare this report. Progress in academic governance is being made with the transition to a new Academic Board and Faculty Committee structure that is aligned more clearly than before to the Higher Education Standards Framework (2015).

2018 is also an election year for a number of our Council members, and nominations will be called shortly for an academic, professional and student member on the Council, with a term commencing later in the year for a two year period.

Since the last Council meeting I have attended a number of events as outlined below.

On the 27th March 2018 I had the pleasure of visiting UNE's display at the Sydney Royal Easter Show. As many of you will know, UNE's display won the Gold Award for Best Commercial Exhibition in the Agricultural Pavilion. The Vice-Chancellor, Professor Annabelle Duncan, has already expressed her thanks all those involved, including Protocols Officer Sarah Burrows and key collaborators Professor David Lamb, Dr Kirsti Abbot, Linc Urquhart and Bryn Griffiths, and I would like to add my congratulations for an excellent presentation of UNE showcasing one of our key niche areas of research and teaching related to agricultural innovation.



Also, on the 27th March 2018, I attended an Alumni function with guest presenter Mary Reemst, Managing Director and Chief Executive Officer of Macquarie Bank Limited (part of Macquarie Group). Ms Reemst is one of only 26.2% of women on ASX 200 boards and she spoke passionately about 'women on boards' and the perspective they bring. Thanks to the Sydney Alumni Chapter Committee including Eric Dodd, Neil Fergus, Amberley Sprague and John Stuckey for organising this event.

I was honored to preside over the Autumn Graduation ceremonies held over two weekends in April (6th April: Arts, Humanities & BCSS and 7th April: Law & UNE Business; and 12th April Education and 13th April Sciences, Health & Medicine). These days are always special and were again, a great celebration of the efforts of our students and of our teaching staff, and of our student's support networks, family and friends. More than 40 Aboriginal or Torres Strait Islander students of UNE graduated over this period which is a very positive result, and we were pleased to be outside for all events with over 1200 graduands receiving awards over the four days. A special thanks to all involved with the organisation of the events, and in particular our Occasional Address speakers, including Dr Gina Gonong who attended with her family all the way from the Philippines, and also to those graduands who provided the Vote of Thanks at each ceremony.

I have had the pleasure to attend a number of college dinners in the past month so, including the Robb College VC's Dinner on 17 April 2018 and recently on 17 May 2018, the Mary White College Chancellor Dinner.

I had a number of meetings with staff and community members including: on 23rd March 2018 I met with a number of students from the Indigenous Action Collective to discuss their interests which I have followed up with the Vice-Chancellor; I meet with Professor John Fitzsimmons, the Interim Dean of the Faculty of Humanities, Arts, Social Sciences, and Education (HASSE) on 20th April 2018; and I have met with a number of Council members and with the Pro Vice-Chancellor Academic Innovation (PVCAI) on various matters.

It was with sadness that on 9th May I attended the funeral of former Vice-Chancellor Professor Ronald Gates AO (Vice-Chancellor from 1977 to 1985).

On the 11th May 2018, I was pleased to be part of the launch of the new UNE Sports Academy, providing greater opportunity for sporting development within regional NSW, aligned with UNE's Exercise and Sports Science degree options.

On the 13th May 2018, I attended a dinner celebrating the awarding of the inaugural Arthur Rickards Innovation in Agribusiness Scholarship which was recently awarded to Matthew Wysel. Also in attendance was the Chairman of ABRI, Mr Ian Locke, and key contacts involved in the formation of this scholarship.

On 14th and 15th May, I attended the University Chancellor's Council meeting in Melbourne which was hosted by Victoria University. The pre-meeting dinner was an enjoyable occasion and a good chance to catch up with colleagues. The UCC meeting covered topics including:

- **AICD Governance Course.** The UCC noted the successful rollout of this program. Future versions of this course will see several changes to the governance section but the finance and risk sections will remain the same. Both Sydney and Melbourne pilot courses were well attended and another course will be scheduled for Melbourne and one in Perth for later this year. Another course will also be offered in Sydney at a time to be determined.
- **The Voluntary Code of Best Practice for the Governance of Australian Public Universities.** Final amendments to this document were accepted and passed. A copy is attached to this report for Council's information. The three non-public

universities; Bond, Notre Dame and Australian Catholic University, agreed to the use of the document however they did not vote on its acceptance.

- **National Conference on University Governance (NCUG).** This will be held in Adelaide at Flinders University from 3-5 October 2018. The program will be finalised in June but topics for discussion are:
 - *Universities as a place of academic freedom;*
 - *Advocating for universities in the public arena;*
 - *Corruption or maladministration: an ethical framework for universities;*
 - *Tensions with China: what they mean for Australian universities;*
 - *The future of work: implications for universities; and*
 - *New challenges for university governance.*

I would be keen to see representation of UNE's Council in attendance.

- **Universities Australia Indigenous Strategy.** Discussion was led by Professor Tom Calma AO, Chancellor of the University of Canberra. It was noted that whilst some targets have not yet been met, good work continues and the trajectory remains positive.

Also on the 15 May, I attended the UNE Alumni Speaker Series Breakfast event in Melbourne where Naomi Byrnes spoke passionately about the key principles of Nonviolent Communication. I thank the Melbourne Chapter Committee including Jo Newton, Gina Milgate, and Sharon Robertson for this assistance in arranging this event.

On the 18th May 2018, I was delighted to be part of the International Leaving Ceremony. As many of our international students do not have the opportunity to attend their graduation ceremony as they need to return overseas when they complete their studies the ceremony is a special event for many of our international students to acknowledge their hard work and achievements while at UNE.

Attachment 1: The Voluntary Code of Best Practice for the Governance of Australian Public Universities

'Modest Change' Revisions to Voluntary Governance Code for consideration by UCC/UA May 2018

Voluntary Code of Best Practice for the Governance of Australian Public Universities

[Tracked changes show additions or variations to Existing Code]

Introduction

As Australia's higher education sector has continued to grow, universities have become increasingly complex and sophisticated organisations that manage very substantial budgets, employ tens of thousands of staff, and educate hundreds of thousands of students. Good internal governance is central to ensuring that universities retain their reputations as highly respected institutions of learning and research, benefiting Australian society politically, economically, socially and culturally.

This Code seeks to provide support and guidance to university governing bodies and to university leadership more broadly. It outlines the key roles and responsibilities of functions of governing bodies, and provides a series of recommendations to support their effective implementation.

Good university governance requires above all a set of strong relationships based on mutual respect, trust and honesty between the governing body and the Vice-Chancellor and his or her senior management team. While clearly defined boundaries between oversight and management functions are important, nothing is more important in governing body/ management relations than the exercise of plain common sense on both sides. When issues arise which straddle the borderline between oversight and management functions – for example, personnel or budgetary decisions which are clearly management prerogatives but nonetheless may be exposing the university to external reputational risk – it is critical that they be resolved through effective consultation and communication designed to produce genuine consensus.

The Code is intended to operate in conjunction with each university's establishing Act, and does not seek to replace or overrule existing legislation. The Code is voluntary, and not all items in it may be relevant to all universities. But it is expected that all Australian universities will report on their alignment with the Code in their annual reports, providing reasons for any areas of non-compliance. Universities should approach these statements as an opportunity to demonstrate their understanding of and involvement with proper governance procedures.

Roles and Responsibilities of Governing Body

1. A university should have its objectives and/or functions specified in its enabling legislation.

2. A university's governing body should adopt a statement of its roles and primary responsibilities, which ~~should~~must include:

a) Strategic Oversight

- approving the mission and strategic direction of the university;
- ensuring that values, visions and goals are turned into effective management systems;
and
- monitoring implementation of the university's mission statement and strategic plan.

b) Ensuring Effective Overall Management

- appointing the Vice-Chancellor as the Chief Executive Officer of the university, and monitoring his or /her performance;
- appointing other senior officers of the university as considered appropriate;
- ~~approving the mission and strategic direction of the university, as well as the annual budget and business plan;~~
- overseeing and reviewing overall the management of the university and its performance; and
- overseeing and monitoring the academic governance and activities of the university.

b) Ensuring Responsible Financial and Risk Management

approving the annual budget and business plan;

- ~~establishing policy and procedural principles, consistent with legal requirements and community expectations;~~
- approving and monitoring systems of control and accountability, including general overview of any controlled entities (entities satisfying ~~A controlled entity is one that satisfies~~ the test of control in s.50AA of the Corporations Act);
- overseeing and monitoring the assessment and management of risk across the university, including commercial undertakings;
- establishing policy and procedural principles, consistent with legal requirements and community expectations, including remuneration policies for the Vice-Chancellor and senior officers; and
- ~~ensuring compliance with legal and government policy requirements.~~
- ~~overseeing and monitoring the academic activities of the university;~~
- ~~approving significant commercial activities of the university provider.~~

A university's governing body, while retaining its ultimate governance responsibilities, may have an appropriate system of delegations to ensure the effective discharge of these responsibilities.

Duties of Members

3. A university should have the duties of the members of the governing body and sanctions for the breach of these duties specified in its enabling legislation. Other than the Chancellor, the Vice-Chancellor and the Presiding Member of the Academic Board, ~~(s)~~ each member should be appointed or elected *ad personam*. All members of the governing body must be responsible and accountable to the governing body. When exercising the

functions of a member of the governing body, a member of the governing body must always act in the best interests of the university.

Duties of members should include the requirements to:

- a) act always in the best interests of the university as a whole, with this obligation to be observed in priority to any duty a member may owe to those electing or appointing him or her;
- b) act in good faith, honestly and for a proper purpose;
- c) exercise appropriate care and diligence;
- d) not improperly use their position to gain an advantage for themselves or someone else; and
- e) disclose and avoid conflicts of interest (with appropriate procedures for that purpose similar to those for public companies).

There should be safeguards, exemptions and protections for members of a university's governing body for matters or things done or omitted in good faith in pursuance of the relevant legislation. Without limitation, this should include such safeguards, exemptions and protections as are the equivalent of those that would be available were the member a director under the Corporations Act. A university (with the exception of those subject to the Corporations Act) must have a requirement that the governing body has the power (by a two-thirds majority) to remove any member of the governing body from office if the member breaches the duties specified above included in its enabling legislation. A member must automatically vacate the office if he or she is, or becomes, disqualified from acting as a Director of a company or managing corporations under Part 2D.6 of the Corporations Act.

4. If permitted by its enabling legislation, a university should develop procedures:

- a) to provide that the Chancellor and Deputy Chancellor hold office subject to retaining the confidence of the governing body; and
- b) to deal with removal from that office if the governing body determines that such confidence is no longer held.

5. Each governing body must make available a programme of induction and professional development for members to build the expertise of the governing body and to ensure that all members are aware of the nature of their duties and responsibilities.

6. On a regular basis, at least once each two years, the governing body should assess its performance, the performance of its members and performance of its committees, including appropriately constituted committees for finance, and audit and risk management. The Chancellor should have responsibility for organising the assessment process, drawing on external resources if required. On an annual basis, the governing body should also review its conformance with this Code of Best Practice and identify needed skills and expertise for the future.

Composition of Governing Body and Appointment of Members

7. The size of the governing body ~~should must~~ not exceed 22 ~~members~~, and ~~desirably be no more than 15, members, and include members with strong expertise in and knowledge of higher education and/or other education sectors.~~ There should be at least two members having financial expertise (as demonstrated by relevant qualifications and financial management experience at a senior level in the public or private sector) and at least one member with commercial expertise (as demonstrated by relevant experience at a senior level in the public or private sector). Where the size of the governing body is limited to less than 10 members, one member with financial expertise and one with commercial expertise would be considered as meeting the requirements. There should be a majority of external independent members who are neither enrolled as a student nor employed by the university. There should not be current members of any State or Commonwealth parliament or legislative assembly other than where specifically selected by the governing body itself.

8. The university should adopt systematic procedures for the nomination of prospective members of the governing body for those categories of members that are not elected. The responsibility for proposing such nominations for the governing body may be delegated to a nominations committee of the governing body that the Chancellor would ordinarily chair.

Members so appointed ~~should must~~ be selected on the basis of their ability to contribute to the effective working of the governing body by having needed skills, knowledge and experience, an appreciation of the values of a university and its core activities of teaching and research, its independence and academic freedom and the capacity to appreciate what the university's external community needs from that university.

The governing body should seek to ensure that any government appointments take these appointment criteria into account and that such appointments are made in consultation with, and so far as possible in accordance with recommendations of, the governing body or a nominations committee appointed by it.

To provide for the introduction of new members consistent with maintaining continuity and experience, members' terms should generally overlap and governing bodies ~~should must~~ establish the maximum period to be served. This should not generally exceed 12 years unless otherwise specifically agreed by the majority of the governing body.

Risk Management

9. A university should codify its internal grievance procedures and publish them with information about the procedure for submitting complaints to the relevant ombudsman or the equivalent relevant agency.

10. The annual report of a university should be used for reporting on high level outcomes, including financial and environmental sustainability, and performance against the university's mission statement and strategic plan.

11. The annual report of -a university should include a report on risk management within the organisation.

12. The governing body should oversee controlled entities by:

- a) ensuring that the entity's board possesses the skills, knowledge and experience necessary to provide proper stewardship and control of the entity;
- b) appointing some directors to the board of the entity who are not members of the governing body or officers or students of the-university;
- c) ensuring that the board adopts and regularly evaluates a written statement of its own governance principles;
- d) ensuring that the board documents a clear corporate and business strategy which reports on and updates annually the entity's long-term objectives and includes an annual business plan containing achievable and measurable performance targets and milestones; and
- e) establishing and documenting clear expectations of reporting to the governing body, such as a draft business plan for consideration and approval before the commencement of each financial year and at least quarterly reports against the business plan.

13. A university should assess the risk arising from its involvement in the ownership of any entity (including an associated company as defined in the Accounting Standards issued by the Australian Accounting Standards Board), partnership and joint venture. The governing body of the university should, where appropriate in light of the risk assessment, use its best endeavours to obtain an auditor's report (including audit certification and management letter) of the entity by a State, Territory or Commonwealth Auditor-General or by an external auditor.

Compliance with Code of Conduct

14. A university should disclose in its Annual Report its compliance with this Code of Best Practice and provide reasons for any areas of non-compliance.



VOLUNTARY CODE OF BEST PRACTICE FOR THE GOVERNANCE OF AUSTRALIAN UNIVERSITIES

- 1: A university should have its objectives and/or functions specified in its enabling legislation¹.
- 2: A university's governing body should adopt a statement of its primary responsibilities, to include:
 - (a) appointing the Vice-Chancellor as the Chief Executive Officer of the university, and monitoring his/her performance;
 - (b) appointing other senior officers of the university as considered appropriate;
 - (c) approving the mission and strategic direction of the university, as well as the annual budget and business plan;
 - (d) overseeing and reviewing the management of the university and its performance;
 - (e) establishing policy and procedural principles, consistent with legal requirements and community expectations;
 - (f) approving and monitoring systems of control and accountability, including general overview of any controlled entities. A controlled entity is one that satisfies the test of control in s.50AA of the *Corporations Act*;
 - (g) overseeing and monitoring the assessment and management of risk across the university, including commercial undertakings;
 - (h) overseeing and monitoring the academic activities of the university;
 - (i) approving significant commercial activities of the university.

A university's governing body, while retaining its ultimate governance responsibilities, may have an appropriate system of delegations to ensure the effective discharge of these responsibilities.

- 3: A university should have the duties of the members of its governing body and sanctions for the breach of these duties specified in its enabling legislation. Other than the Chancellor, the Vice-Chancellor and the Presiding Member of the Academic Board, each member should be appointed or elected *ad personam*. All members of the

¹ In the case of a university established under the *Corporations Act*, a reference to enabling legislation is taken to mean its constitution and/or, where applicable, the *Corporations Act*.

governing body should be responsible and accountable to the governing body. When exercising the functions of a member of the governing body, a member of the governing body should always act in the best interests of the university.

Duties of members should include the requirements to:

- (a) act always in the best interests of the university as a whole, with this obligation to be observed in priority to any duty a member may owe to those electing or appointing him or her;
- (b) act in good faith, honestly and for a proper purpose;
- (c) exercise appropriate care and diligence;
- (d) not improperly use their position to gain an advantage for themselves or someone else; and
- (e) disclose and avoid conflicts of interest (with appropriate procedures for that purpose similar to those for public companies).

There should be safeguards, exemptions and protections for members of a university's governing body for matters or things done or omitted in good faith in pursuance of the relevant legislation. Without limitation, this should include such safeguards, exemptions and protections as are the equivalent of those that would be available were the member a director under the *Corporations Act*. A university (with the exception of those subject to the *Corporations Act*) should have a requirement included in its enabling legislation that its governing body has the power (by a two-thirds majority) to remove any member of the governing body from office if the member breaches the duties specified above. A member should be required, automatically, to vacate the office if he or she is, or becomes, disqualified from acting as a Director of a company or managing corporations under Part 2D.6 of the *Corporations Act*.

- 4: If permitted by its enabling legislation, a university should develop procedures;
 - a) to provide that the Chancellor and Deputy Chancellor hold office subject to retaining the confidence of the governing body; and
 - b) to deal with removal from office if the governing body determines that such confidence is no longer held.
- 5: Each governing body should make available a programme of induction and professional development for members to build the expertise of the governing body and to ensure that all members are aware of the nature of their duties and responsibilities.
- 6: On a regular basis, at least once each two years, the governing body should assess its performance, the performance of its members and the performance of its committees. The Chancellor should have responsibility for organising the assessment process, drawing on external resources if required. On an annual basis, the governing body should also review its conformance with this Code of Best Practice and identify needed skills and expertise for the future.
- 7: The size of the governing body should not exceed 22 members. There should be at least two members having financial expertise (as demonstrated by relevant

qualifications and financial management experience at a senior level in the public or private sector) and at least one member with commercial expertise (as demonstrated by relevant experience at a senior level in the public or private sector). Where the size of the governing body is limited to less than 10 members, one member with financial expertise and one with commercial expertise would be considered as meeting the requirements. There should be a majority of external independent members who are neither enrolled as a student nor employed by the university. There should not be current members of any State or Commonwealth parliament or legislative assembly other than where specifically selected by the governing body itself.

- 8: A university should adopt systematic procedures for the nomination of prospective members of the governing body for those categories of members that are not elected. The responsibility for proposing such nominations for the governing body may be delegated to a nominations committee of the governing body that the Chancellor would ordinarily chair.

Members so appointed should be selected on the basis of their ability to contribute to the effective working of the governing body by having needed skills, knowledge and experience, an appreciation of the values of a university and its core activities of teaching and research, its independence and academic freedom and the capacity to appreciate what a university's external community needs from it.

To provide for the introduction of new members consistent with maintaining continuity and experience, members' terms should generally overlap and governing bodies should establish a maximum continuous period to be served. This should not generally exceed 12 years unless otherwise specifically agreed by the majority of the governing body.

- 9: A university should codify its internal grievance procedures and publish them with information about the procedure for submitting complaints to the relevant ombudsman or the equivalent relevant agency.
- 10: The annual report of a university should be used for reporting on high level outcomes.
- 11: The annual report of a university should include a report on risk management within the organisation.
- 12: The governing body should oversee controlled entities by:
- (a) ensuring that the entity's board possesses the skills, knowledge and experience necessary to provide proper stewardship and control of the entity;
 - (b) appointing some directors to the board of the entity who are not members of the governing body or officers or students of the university;
 - (c) ensuring that the board of the entity adopts and regularly evaluates a written statement of its own governance principles;
 - (d) ensuring that the board documents a clear corporate and business strategy which reports on and updates annually the entity's long-term objectives and includes an

annual business plan containing achievable and measurable performance targets and milestones; and

- (e) establishing and documenting clear expectations of reporting to the governing body, such as a draft business plan for consideration and approval before the commencement of each financial year and at least quarterly reports against the business plan.

- 13: A university should assess the risk arising from its involvement in the ownership of any entity (including an associated company as defined in the Accounting Standards issued by the Australian Accounting Standards Board), partnership and joint venture. The governing body of a university should, where appropriate in light of the risk assessment, use its best endeavours to obtain an auditor's report (including audit certification and management letter) of the entity by a State, Territory or Commonwealth Auditor-General or by an external auditor.
- 14: A University should disclose in its Annual Report its compliance with this Code of Best Practice and provide reasons for any areas of non-compliance.

This Code was approved out-of-session by the Ministerial Council for Tertiary Education and Employment on 27 July 2011.

Purpose

To provide the Council's open session with an update regarding the performance, management and operations of the University.

Origin of report: Scheduled item on the work plan.

Related to Terms of Reference: To monitor both the performance of the University and Vice-Chancellor/CEO.

Recommendation**Professor Annabelle Duncan, Vice-Chancellor**

Council is asked to NOTE the Vice-Chancellor's Open report to Council, #18207.

Executive Summary

This report provides an update on the following:

- List of key outreach activities undertaken by the Vice-Chancellor since the last Council meeting;
- Federal budget;
- Workforce diversity;
- University in focus;
- Load report.

Key Information**VC Outreach Activities**

16 March	Met with Chancellor, Robert Heather & Andrew Murray re UNE/NERAM partnership.
21 March	Attended Duval Commencement Dinner, addressed students and presented awards.
22 March	Participated in Innovation & Productivity Council meeting in Sydney.
22 & 23 March	Participated in AARNet meeting & Board dinner in Sydney.
26 March	Hosted All Staff Forum to discuss the 2018 budget and MYEFO implications. Participated in a RUN teleconference to discuss the RUN Economic Impact final report and next steps, and future work by the Nous Group (impact of MYEFO cap and performance framework).
27 March	Participated in a teleconference with Russell Evans & James Gallichan regarding an Indigenous farming initiative.

	Attended lunch meeting with Kingold Chinese delegation and Presbyterian Ladies College senior staff regarding potential donations and future collaboration.
28 March	Attended Robb College Academic Dinner and assisted with award presentation.
29 March	Participated in Director of Advancement, Communication & Events shortlisting meeting.
4 April	Participated in a teleconference with Scott Hansen of DPI regarding the Livestock Productivity Partnership.
6 April	Attended the Arts, Behavioural, Cognitive and Social Sciences, and Humanities Graduation Ceremony.
7 April	Attended the Law and Business Graduation Ceremony.
9 April	Participated in a teleconference with Richard Norton of MLA regarding the Livestock Productivity Partnership.
10 April	Met with Otto Henfling of Children First regarding publicising our partnership and boosting the Brand. Attended lunch meeting with Judith Laffan, former Advisor to the Hon. Barnaby Joyce.
11 April	Interviewed by Prime7 regarding the Australian Human Rights Commission review of UNE's colleges.
12 April	Attended the Annual St Alberts College Academic Dinner.
13 April	Attended the Education Graduation Ceremony.
14 April	Attended the Sciences, Health and Medicine Graduation Ceremony. Attended and spoke at the Body Donor Ceremony of Appreciation.
16 April	Participated in interviews for the Director of Advancement, Communication and Events.
17 April	Attended lunch meeting with RED Consulting Group (Malaysia) and the PDVC. Attended the Robb College Vice-Chancellor's Faculty Formal Dinner and addressed students.
19 April	Met with Gillian Backhouse, Commonwealth Games athlete who won gold in the team triathlon. Gillian is a former student at UNE and her parents are academics in the Faculty of Science, Agriculture, Business and Law. Hosted Ms Kate Jenkins, Sex Discriminator for the Australian Human Right Commission, who presented and discussed UNE's findings from the <i>Change the Course</i> report at a forum open to UNE students and staff, including facilitating a Q&A session.
20 April	Participated in a meeting with Chris Abbott and the Ramsay Foundation regarding the Discovery/Boilerhouse project.
30 April	Attended the funeral of Ms Gwenda Shannon. Attended the Mayor's cocktail party in honour of the Country Women's Association conference.

1 May	Attended an evening function hosted by the Chancellor to thank the UNE staff who coordinated the UNE stand and events at the Royal Easter Show.
3 May	Attended a lunch meeting with David Lacroze (Grupo Lacroze), Austrade staff and UNE's IFAMA group. Grupo Lacroze are in Australia attending Beef Australia Week in Rockhampton and requested to visit UNE to explore technologies for purchase and research partnerships.
4 May	Met with Minister Adam Marshall, the first of regular monthly meetings. At this meeting the Discovery/Boilerhouse project was the main topic of discussion. Attended the Oorala Leadership Senior Boys Camp dinner and addressed participants.
7 May	Hosted Communications Day with senior staff where UNE 2025 was discussed.
8 May	Attended 'Space ... at the 'Stro' event hosted by UNE Student Science & Technology Association (UNESSTA).
9 May	Attended the funeral of Emeritus Professor Ronal Cecil Gates, former UNE Vice-Chancellor.
10 May	Attended UNE Life Board retreat and addressed Board. Attended MOU Signing Ceremony with the NSW State Emergency Service. Attended UNE Life Board dinner.
11 May	Met with Claire Stonier-Kipen, CEO of SPELD Victoria, and Keith Houghton, Principal and Chief Academic Strategist, of Research Coaching Australia who were visiting UNE to explore our vision and direction in the area of dyslexia and other specific learning disabilities, and how SPELD Victoria can support these initiatives. Attended UNE Sports Academy Launch and addressed attendees.
13 May	Attended dinner with the Arthur Rickards scholarship recipients.
14 May	Attended RUN Vice-Chancellors meeting in Melbourne. Attended AARNet AGM in Melbourne. Attended Universities Australia and Universities Chancellors Council Dinner in Melbourne.
15 May	Attended UNE Speaker Series Alumni event 'How will we get smarter together ... faster?' in Melbourne and addressed participants. Attended Universities Australia AGM and Plenary in Melbourne, followed by luncheon.
16 May	Attended morning tea with NEUC in Canberra. Met with Duncan Taylor regarding Country Universities Centres. Attended UNE Speaker Series, Leaders and Shapers, in Canberra and addressed participants.
17 May	Attended Mary White College Chancellor's Dinner and addressed students.

22 May	Attended 'More migrants for small towns' event organised by the Regional Australia Institute with the Deputy Prime Minister and Shadow Minister for Rural and Regional Australia at Parliament House, Canberra. Attended Regional Australia Institute Board meeting in Canberra.
23 May	Participated in DPI event and addressed senior manager regarding 'Collaborations with Universities - how we can make them work well'.
24 May	Participated in interviews for the Armidale Regional Council CEO. Attended cocktail party to celebrate UNE's success at the 2018 Royal Easter Show.

Federal Budget update

Key measures for the sector include:

- Additional support for Regional Students - \$28.2 million over four years for 500 additional Commonwealth Supported Places (CSPs) annually from 2019 for students commencing sub-bachelor degrees or enabling courses. Allocated through a competitive process.
- \$14 million over four years for 185 additional CSPs annually for students commencing a bachelor degree course at university through the Regional Study Hub.
- \$3.9 million over four years to improve regional students' access to Youth Allowance by changing the threshold and assessment year for parental income.
- Induction of a new levy on higher education providers to cover full cost recovery for the Tertiary Education Quality Standards Agency.
- \$393.3 million over five years to implement the Research Infrastructure Investment Plan.
- Introduction of partial cost recovery for the Higher Education Loan Program.
- Rechargeable lifetime HELP limit – this modifies a MYEFO measure which just imposed a lifetime cap, now people can repay some of the load and re-access the amounts repaid.
- Murray Darling Medical School network, this is instead of the CSU, LTU Medical School for which those two Universities were lobbying.
- Cuts to the Endeavour Program.
- Review of Education Services for Overseas Students annual registration charge.

Workforce diversity

This item is for discussion at the meeting, as per the request from the March Council meeting. Please refer to Attachment 1.

University in Focus

Royal Easter Show

The Royal Agricultural Society and UNE established a new pavilion at the 2018 Royal Easter Show 'The Farm of the Future' showcasing research technology set to change the way we farm. The pavilion included almost 400m² of UNE-only content, including:

- Precision Agriculture Group
- SMART farms
- UNE Discovery
- Smart Region Incubator
- Future Students Teams
- AgLaw
- Joint Medical Program

There were 39 staff from UNE involved over the 14 days, of which 200,000 people visited the Pavilion, 30,000 on Good Friday alone; 35 interviews with 14 staff members were conducted by both radio and television.

I would like to thank the extremely dedicated staff from many sections of the University who worked incredibly hard for many long hours each day to staff the stand.

Education Graduates Literacy and Numeracy tests

The Federal Government has introduced literacy and numeracy testing for all graduating teachers. Minister Birmingham recently released institution-level results for education graduates which showed that UNE fared well, with 97.6% passing the literacy component and 96.4% passing the numeracy component of the tests, putting our students among the top performers in the country.

Memorandum of Understand with NSW State Emergency Services

On 10 May I signed an MOU with the NSW State Emergency Services. The MOU enables UNE staff and students to volunteer with the NSW SES in varying capacities in ways which are commensurate with their skills, interests and availability. There will be a focus on student engagement, leadership, social networking, course credits, work experience and career opportunities. There will also be collaborative research opportunities, and furthermore the SES will provide opportunities for students where they can count their involvement towards the New England Award.

Director of Advancement, Communications and Events

Mr Robert Heather, currently Director of the New England Regional Art Museum, has been appointed as the new Director of Advancement, Communications and Events (ACE). Robert

has a strong background in fund raising and will be a valuable addition to the team. He will begin work at UNE in late June.

Respect Now Always

We are concentrating on addressing the issues raised by the Australian Human Rights Commission (AHRC) 'Change the Course' report. We agreed to adopt all of the recommendations of that report and accordingly have engaged a consultant to review the University's counselling services and the AHRC to audit our Colleges. The Commissioner has visited UNE twice in the past couple of months, once to speak to student leaders and again to speak with staff about the report and the actions we are taking, in collaboration with the Commission. The audit is envisaged to run for six months and will consist of a desktop review, focus groups and interviews, and acceptance of submissions.

There is a great deal of activity in the Colleges aimed at changing culture, which is ongoing. I am very pleased with how most of the student leaders have embraced this need for change and how they are working with the Heads of College to identify and manage bad behaviour.

The shuttle bus commenced operation in March and is proving popular with 1,219 passengers in March and 915 in April. It is being utilised not only for late night travel between town and UNE, but also for supermarket shopping and dinners/cinema drop offs. To ensure the safety of our students at all times, a member of UNE's Security team is on board for every trip. A GPS tracker is currently in development and will soon be installed in the bus allowing students to see the bus's location via the UNE Safe app on their smart devices.

We have commenced First Responder training for student leaders and relevant staff which has seen a high level of attendance to date, including counsellors, first year advisors, Academic Managers, student advocates, College office managers and relevant administration staff.

Science ... at the 'Stro Events

The UNE Student of Science and Technology Association (UNESSTA) have launched the first of a series of events which looks at the impact of the science from a holistic perspective, including technological, cultural, personal, economic and social aspects. They aim to showcasing UNE and its academic staff, as well as the various student groups and associations, with the goal of creating an opportunity for students and academia to work collaboratively for the benefit of all.

The events involve a panel discussing topical areas of science with a range of experts from various disciplines. The first event 'Space ... at the Stro' was held on 8 May and focused on four topical aspects of astronomy and space. UNESSTA hoped for an audience of 30, however well over 50 people attended including UNE staff and students, plus members of the Armidale community.

The next event will run sometime in Trimester 2 and will investigate the looming AI revolution. UNESSTA hope to have panelists with expertise in technology, economics, societal and psychology.

UNE assists Myriota in securing US\$15 million in funding for IoT technology

Myriota is a South Australian global leader in nano-satellite internet of things (IoT) technology, enabling massive scale, low cost communications for IoT devices worldwide. They announced in March that they have secured US\$15 million in funding which they plan to use to launch additional satellites, thus allowing them to deliver revolutionary large-scale IoT deployments. The full media release can be viewed [here](#).

David Lamb and colleagues have been trialing this technology at UNE's SMART Farm and other sites around Australia as part of a CRCSI funded validation project that led to this project's successful funding – UNE did not develop the technology but identified the application and received funding to test it. Whilst UNE does not benefit directly from this announcement, we played a critical role in lifting industry exposure to this technology and in doing so provided various connections for Myriota which aided them in securing the funding. The technology was on display at UNE's Royal Easter Show pavilion and will also continue to be on display at the SMART Farm as part of UNE's outreach activities. Tom Raynor, Business Development Executive at Myriota, phoned David Lamb to thank UNE for their support and input.

Attachments

Attachment 1 – Workforce Diversity extract from 2017 UNE Annual Report.

**Attachment 1 – VC Report to Council OPEN
Workforce Diversity Extract from 2017 UNE Annual Report**

Extract from page 20:

The University's workforce planning strategy was replaced by a new plan, Workforce Plan 2017-2020. Activities under the plan are aligned to four broad objectives: workforce planning, operational resilience, valuing and supporting diversity, and having engaged staff who are supported to achieve. These objectives will allow UNE to build on its current performance in pursuit of our strategic objectives.

Extract from page 21-23:

Workplace

Workforce diversity

UNE continued to roll out its Diversity Framework in 2017, with a number of new initiatives implemented. Key performance indicators, including diversity management, were likewise incorporated into the performance plans of all senior management.

We undertook proactive action to increase the number of women at senior manager and middle manager level positions with the introduction of an early career academic program, of which the majority of participants (77%) were female. Female staff were also encouraged to participate in leadership development opportunities, with 50% of places made available to women. The development of a UNE Core Capability Framework will further assist female staff to develop and manage their careers.

As part of the UNE Disability Awareness Program, the University conducted a staff survey on disability. Gaps that were identified are now being addressed.

The Aboriginal and Torres Strait Islander Employment Strategy was also reviewed and benchmarked against other Australian universities. As a result, additional initiatives were incorporated into the strategy to enable UNE to meet set targets. In 2017, 102 staff members participated in the Cultural Connections staff development program.

Finally, a Diversity Advisory Group, consisting of relevant staff and student members, and chaired externally, was established to provide recommendations to the Vice-Chancellor on how diversity at UNE can be continuously improved.

Table 9: Trends in the representation of EEO groups: academic staff^[1]

<i>EEO group</i>	<i>NSW benchmark or target</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>
Women	60%	42%	44%	45%	46%	45%	47%	47%	45%	48%

^[1]All statistics exclude casual staff.

Aboriginal people & Torres Strait Islanders	2.63%	0.5%	1.1%	1%	1%	1%	1%	1%	1%	1%
People whose first language was not English	19%	21%	20%	18%	18%	18%	16%	15%	16%	18%
People with a disability	N/A ^[2]	8%	7%	6%	5%	5%	4%	4%	3%	3%
People with a disability requiring work-related adjustment (targeted increase)	by 1.1% in 2011 by 1.3% in 2012 by 1.5% in 2013	2%	2.3%	1.8%	2%	n/a	n/a	n/a	n/a	n/a

Table 10: Trends in the representation of EEO groups: general staff

EEO group	NSW benchmark or target	2009	2010	2011	2012	2013	2014	2015	2016	2017
Women	60%	61%	61%	61%	61%	63%	62%	62%	61%	60%
Aboriginal people & Torres Strait Islanders	2.63%	2%	2.2%	2.3%	2%	2%	2%	2%	2%	2%
People whose first language was not English	19%	3%	3%	3%	4%	4%	5%	5%	5%	4%
People with a disability	N/A	7%	6%	6%	6%	5%	5%	5%	4%	5%
People with a disability requiring work-related adjustment (targeted increase)	by 1.1% in 2011 by 1.3% in 2012 by 1.5% in 2013	2%	2.2%	2.3%	3%	n/a	n/a	n/a	n/a	n/a

Table 11: Trends in the distribution^[3] of EEO groups: academic staff

EEO group	NSW benchmark or target	2009	2010	2011	2012	2013	2014	2015	2016	2017
Women	100	80	81	81	94	95	95	94	96	94
Aboriginal people & Torres Strait Islanders	100	n/a	n/a	n/a	n/a	84	84	88	87	82
People whose first language was not English	100	96	99	97	99	100	101	103	102	101

^[2]Percentage employment levels are reported, but a benchmark level has not been set.

^[3]A distribution index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases, the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels.

People with a disability	100	93	96	101	103	109	107	106	104	100
People with a disability requiring work-related adjustment (targeted increase)	100	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Table 12: Trends in the distribution of EEO groups: general staff

EEO group	NSW benchmark or target	2009	2010	2011	2012	2013	2014	2015	2016	2017
Women	100	86	88	87	88	86	88	89	92	93
Aboriginal people & Torres Strait Islanders	100	n/a	n/a	n/a	83	87	87	80	92	84
People whose first language was not English	100	107	106	110	112	99	101	103	105	103
People with a disability	100	93	92	91	93	99	94	98	101	105
People with a disability requiring work-related adjustment (targeted increase)	100	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Multicultural policies and services

The Workforce Diversity Framework 2016-2018 sets out the University's initiatives associated with multiculturalism in the workplace. It is supported by a Multicultural Action Plan that aims to:

- Provide an environment free from harassment and discrimination;
- Meet our obligations as a provider of education to international students;
- Support the needs of students and staff from diverse cultural backgrounds;
- Prepare our students to work effectively in cross-cultural contexts; and
- Enhance connectivity between the University and the local community for the benefit of students and staff.

The following initiatives were introduced to meet the aims of the action plan and to support our diverse student population:

- Formal and informal language support programs that have achieved a 90% student satisfaction rating;
- A community partnership project that has maximised engagement between students and the local community;
- Various health and wellness initiatives; and
- A Student Ambassador Program, which facilitates the development of students' employment-related skills.

The University continued to incorporate diversity into its staff development programs. It recently introduced a program to target unconscious bias by raising self-awareness and understanding of positive workforce management practices and multicultural competence.

Purpose

To advise the Council regarding key academic matters approved or considered by the Academic Board since the last Council meeting, including:

- strategic academic matters (such as new academic developments, priorities and policy related issues) and any recommendations;
- the quality and delivery of academic programs, including teaching and learning and research, including risks or significant issues, major developments and key changes;
- progress against academic quality initiatives, including performance against agreed academic quality measures; assurance regarding compliance with Higher Education Standards Framework (HESF) and Education Services for Overseas Students (ESOS) regulatory frameworks; and details of any risks or significant issues identified and their proposed treatments;
- updates re key academic partnerships;
- details of Academic Board's use of the authorities delegated to it by the Council, such as some academic policy approvals; and
- other significant academic matters impacting the sector or University relevant to the functions of the Council.

Origin of report: Scheduled work plan item.

Related to Terms of Reference: Oversee and monitor the academic activities of the University.

Recommendation

Professor Mark Perry, Acting Chair of Academic Board
Professor Nick Reid, former Chair of Academic Board

Council is asked to:

- 1) NOTE the Chair of Academic Board Open report to Council, #18121(1);
- 2) APPROVE the revised Terms of Reference for Academic Board Standing Committee, which were ENDORSED and RECOMMENDED to Council by the Academic Board, #18121(2); and
- 3) APPROVE, *subject to confirmation of a flying minute to the Academic Board Standing Committee*, a minor amendment to 'meetings' clause of the Terms of Reference for the new Curriculum Committee, as endorsed and recommended to the Council by the Academic Board Standing Committee #18121(3).

Executive Summary

Significant progress has been made to establish the new Academic Board, and the reporting and work plans which assist the Board and its committees to monitor institutional benchmarks and work plans which will support the board to perform its functions.

Elections to the Board have now been completed and final appointment processes are underway for Academic Board and its committees. Details of the new Board and committees are available on the Academic Board [web pages](#).

The Chancellor attended the 23 April 2018 meeting of the Academic Board, and thanked outgoing Chair Professor Nick Reid for his contribution to academic governance at UNE, and for his representation of the Academic Board to Council over the past five years.

Key Information

This report covers those key matters considered at the Academic Board meeting on 23 April 2018, and also refers to a flying minute which has been sent to the Academic Board Standing Committee regarding a minor change to the terms of reference for the new Curriculum Committee.

- A. **UNE 2025.** The Vice-Chancellor, Professor Annabelle Duncan referred to her paper 'UNE 2025' and asked for feedback about what we want UNE to look like in 2025, encouraging submissions from the academy outlining their views on UNE's aspirations for 2025.
- B. **'Retention and attrition: Are we doing enough?'** The PVCAI, Professor Jonathan Powles, led a discussion regarding retention. Key points in the discussion included:
1. Issues:
 - Student feedback suggests most students who withdraw from units and courses do so for personal reasons, though UNE retention figures deteriorated relative to the sector and our benchmark group in 2014–15 (the two most recent years for which benchmark data are available from the Commonwealth).
 - Academic Board and its committees have received examples of best practice academic support for students at UNE; further work is required to determine how widespread these practices are and their respective cost–benefit.
 - UNE's retention of on-campus students is above the national average and very good, with no evidence of a decline in the past two years, while data for the 80% of our students who are online is less positive. Less than 70% of our online students 'complete' (using the Commonwealth's definition) and the deteriorating trend commencing in 2014–15 could damage our reputation as a leading online university.
 - TEQSA has flagged student retention as an issue for UNE.
 2. Current response:
 - UNE's CARE (Curriculum–Assessment–Rules–Engagement) Program is being implemented University-wide.
 - A University-wide student peer-support scheme is being developed.
 - UNE is investing in business analytics to better predict where issues are likely to arise and we are revising rules and procedures.
 - Student engagement is being strengthened with a new system of pastoral support and communication from the moment of enrolment, as well as contacting students who haven't used Moodle once trimester starts.
 - School/Faculty-level activities and initiatives continue.
 3. Market scan:
 - Western Sydney University launched its STaRS (Student Transition, Retention and Success) program in 2013 to plan and implement school-based activities to support student transition, progression and retention. Academic and professional STaRS coordinators in each school share information and good practice as well as being the point of contact for staff within schools.
 - Deakin has developed a personalised one-stop shop to meet learners' needs (DeakinSync) with an emphasis on software solutions, including a customised calendar of assessment deadlines and online access to collaborative student spaces.

- Monash has opted for virtual colleges with online communities providing peer-support and demonstrably higher retention rates for participants.
 - Swinburne has invested in an e-learning advisor for each student to provide both administrative and online study support from initial enquiry through to graduation.
 - Griffith has engaged a third-party provider to offer services like the above.
 - Central Queensland has taken a different route, developing articulated early exit awards for all its programs (turning attrition into completions).
4. Next steps:
- Recognise that our online students take longer to complete than the typical three years for school leavers, and that many already have achieved significantly in their lives. We also need to remember that government funding will be performance-driven from 2020 and likely linked to student retention and success.
 - Develop exit awards for every program to ensure students taking a break from study have their achievements recognised.
 - Implement the recommendations of the Stone¹ report as a set of minimum standards for online learning.
 - Implement the ‘Madgwick College’, an online one-stop-shop for personalised student support and space in which our external students can drive the formation of their own learning communities.
 - Use learner analytics to develop staff and student dashboards to provide real-time data on student progress, and enable academic and professional staff to respond.
 - As part of UNE-wide curriculum renewal, ensure that all online units are specifically designed for online students.
5. Member suggestions included:
- Ensure new students are enrolled in the unit most appropriate to their prior learning and have greater academic involvement in advising new students about unit choice.
 - Given that part of the problem is students enrolling in too many units initially, provide students with a flexible timeframe for completion of assessment tasks within units to give them the opportunity to juggle competing demands.
 - Consider unit design to afford online students every opportunity to succeed
 - Leverage academic innovators as well as the necessary professional expertise to improve online student experience. Develop and harness such talent in the Faculties and Schools.
 - Consider diverse approaches which reflect the diversity of student cohorts and needs, where relevant.
 - Early contact with online students in intensive schools prior to the start of trimester is a good way of ensuring engagement.

The PVCAI noted the strength of the blended learning model but pointed out that not all students can come to intensives. Can we do better to help online students in units and courses without intensive schools?

- C. **Student Load.** The Vice-Chancellor commented on the lower than expected enrolment numbers so far in 2018. An investigation is underway to determine why the increased number of applications received in 2018 has not translated into increased enrolments; work is in progress to increase enrolments in T2 and T3 to redress the shortfall in budgeted income.

¹ Dr Cathy Stone (2017), [Opportunity through Online Learning: Improving Student Access, Participation and Success in Higher Education](#), Equity Fellowship Final Report, NCSEHE and University of Newcastle.

- D. **Institutional benchmarks of academic quality and outcomes.** An initial outline of Institutional benchmarks was included in the business paper to the 23 April 2018 Academic Board meeting, and a further paper regarding reporting against selected institutional benchmarks were discussed at the Academic Board Standing Committee
- E. **Academic Board and committee work plans.** Work plans are being developed for the new Academic Board, Teaching and Learning Committee, Research Committee and Curriculum Committee, which are themed around the Higher Education Standards Framework domains and which will facilitate and encourage input from Faculties and Schools as well as key support areas including Oorala, UNE International, Student Success, Research Services, etc. A focus on strategic items supported by systematic compliance and assurance reporting is also supported in the proposed work plans, which will be considered from June 2018 by the Academic Board and committees.
- F. **Academic Delegations Register.** Professor Todd Walker, Provost and Deputy Vice-Chancellor confirmed significant progress made on the development of an academic delegations register. The register will be finalised once the new committees are approved and committee positions filled. The register is a hierarchical framework or matrix of academic and professional positions and committees, specifying the academic authorities delegated to each position or committee in the hierarchy, from Council at the top (Band 10) down to Unit Coordinators and lecturers. A draft will be available for discussion at the next meeting of Academic Board (18th June).
- G. **Academic Consultation.** The Pro Vice-Chancellor (Academic Innovation), Professor Jonathan Powles, provided a verbal update about two consultations occurring across the University: the first around the draft Teaching and Learning Plan, and the second around academic workloads. Because of the response to the draft T&L Plan to date, consultations and meetings with the Faculties about the plan will continue through May–June. The outcome of the academic workload discussions will inform a recommendation regarding 2020 Principal Dates in the coming months.
- H. **Excellence in Research for Australia (ERA2018).** A report from the Deputy Vice-Chancellor Research outlined UNE’s submission for ERA2018 that contained 5099 outputs published between 2011 and 2016 by >500 UNE researchers, and reported on research income totalling >\$80 million (2014–2016). UNE will be assessed in 17 two-digit Fields of Research (FoR) and 31 four-digit FoRs, including 0604 Genetics and 0707 Veterinary Sciences for the first time. UNE’s total number of outputs was up 3% on ERA2015, with an 11% increase in refereed journal articles (to 3612) and a 20% reduction in conference papers (down to 597). The number of books, book chapters and non-traditional research outputs was also down marginally on 2015 totals. UNE’s total reported research income was up 19% (to \$83M) in 2018, with a 52% increase in category 1 funding (to \$40M), a 24% increase in industry and other research income (to \$12M) and a 2% increase in Cooperative Research Centre income (\$13M). The outcomes of both ERA2018 and the university sector-wide Research Engagement and Impact exercise (not due to be submitted until mid-year) won’t be known until probably the first quarter of 2019.
- I. **Report from Student Representatives.** Student representatives, Isaac Fogarty and Penny Leary, provided verbal reports. Key student matters raised at the meeting included:
- The lack of unit options in T3 (noting that there had been a 9% increase in unit mode offerings in T3 2017 over T3 2016).
 - Progress on student partnership initiatives including:
 - consideration of a ‘student senate’ or advisory committee structure as a way to engage all students and speak with a unified voice, where appropriate
 - a trial of the proposed hierarchical structure has commenced in the Faculty of Science, Agriculture, Business and Law, with the support of the Dean, Professor Aron Murphy, and Associate Dean (Teaching & Learning), Professor Darren Ryder. A trial of student

peer-to-peer support and leadership initiatives, using volunteer student representatives in eight large first-year units to increase student engagement via a student-only Moodle site, and moderated by professional T&L staff, is producing interesting results. Unit Coordinators are receiving fortnightly student feedback about aspects of their units and making immediate changes in some cases, rather than waiting until the next unit offering.

- UNE students will be presenting at the STARS (Students Transitions Achievement Retention & Success) conference on these initiatives in Auckland in July.
- In the ensuing discussion, the PVCAI commented that a survey of 1600 students commissioned by the academic calendar working party had indicated support among online students for a trimester model where they could take two units per trimester (i.e. a part-time load of six units p.a.).

J. Academic Board and Committee Terms of Reference

- Revised terms of reference for the **Academic Board Standing Committee (ABSC)** for approval. The Academic Board meeting considered the draft terms of reference for the new ABSC, amended to accommodate the restructure. The Chair commented how a new function of the committee would be helping to coordinate the flow of academic quality assurance reports between the Faculties, academic governance committees, Academic Board and Council. The meeting endorsed the motion to recommend the draft terms of reference to Council for approval (please refer to Attachment 1 of this report for the revised terms of reference – for approval).
- Students Mr Bryce Wilson and Mr Callum Clayton-Dixon from the UNE Indigenous Action Collective (IAC) addressed the meeting about their disappointment that the new Academic Board Terms of Reference had not included, within the voting members, a designated Aboriginal representative member, despite discussions to this end in 2017 with the Chair of Academic Board and senior management. Each of the new academic governance committees reporting to Academic Board now include a designated Aboriginal and Torres Strait Islander representative member, while the new Academic Board terms of reference include the Director of Oorala as an ex-officio member. The Chair has written to the UNE Indigenous Action Collective (IAC), formally requesting a submission to the Academic Board Standing Committee for consideration, and has circulated the IAC correspondence and his lengthy response to the Board membership for information.
- The Academic Board Standing Committee is considering, by flying minute, a minor change to Clause 23 of the new Curriculum Committee terms of reference regarding 'Meetings'. The current clause (23) states: *'The Curriculum Committee will meet at least ten times annually'*. While at least ten meetings per year was considered necessary when the University Academic Program Committee (UAPC) was reviewing all changes to units and courses at UNE, the new Curriculum Committee, which will focus on strategic matters and significant course changes, may not be required (as the original wording suggests) to meet ten times a year. It is proposed that this clause be amended to read: *'(23) The Curriculum Committee will meet eight times per year or otherwise as required, in order to perform its functions'*. *Should this change be endorsed by the Committee, Council will be asked to confirm their approval.*

- K. **Policy Approvals and Review.** The Board considered and approved amendments to the Course Progression Rule and noted the amended Course Progression Procedures, designed to ensure policy was relevant and student centric and considered more clearly UNE's large cohort of online students. The Chair of University Teaching and Learning Committee, Professor Jonathan Powles also noted a significant project to review and streamline Teaching and learning and student-related policies policy instruments and ensure a student-centric approach is underway through the rest of the year.

- L. **Assessment and student academic integrity.** The Chair of University Teaching and Learning Committee, Professor Jonathan Powles flagged the need for a more consistent approach to (a) managing student academic misconduct across the University as an educative opportunity, and (b) applying penalties.
- M. **Academic Agreements (Articulation):** The Board discussed the project underway to reconcile academic activities in the University's Commercial Activities Register and the information held by Information Management, Student Success, in relation to potential articulation, advanced standing and other agreements. The Board were advised that as there were gaps in current processes, a project group has been examining existing processes and systems, and expect to bring forward a recommendation regarding revised business procedures to facilitate systematic updates to, and academic governance of, credit assessments into the future. The Board noted the importance of having clear academic governance arrangements and business procedures in order, prior to the commencement of new teaching partnerships with third-party providers both in Australia and overseas, as well as the arrangement with Monarch.

Attachments

Attachment 1 – Academic Board Standing Committee Terms of Reference (for approval) as per resolution #AB18121(2)

Terms of Reference (Council-approved) - Academic Board Standing Committee

Section 1 - Overview

Academic Board Standing Committee

- (1) The Academic Board Standing Committee is established under [Section 23 of the UNE By-law](#).
- (2) These Terms of Reference of the Academic Board Standing Committee are a Rule of Council and prescribe the following:
 - a. the members and observers of the Academic Board Standing Committee, and the members' method of election and term of appointment;
 - b. the functions and terms of reference of the Academic Board Standing Committee, and
 - c. other matters in connection with the Academic Board Standing Committee and its operation.
- (3) The provisions of this Rule take effect under the authority of Council delegated to the Academic Board Standing Committee.
- (4) The delegation of Council powers to the Academic Board Standing Committee under these Terms of Reference are actions authorised under [Section 17 of the UNE Act](#).

Objectives

- (5) The overriding objectives of this Rule are as follows:
 - a. To constitute and empower the Academic Board Standing Committee to carry out its functions prescribed under delegated authority to the Academic Board and Council, and
 - b. To define the role of the Academic Board Standing Committee as a governance body for academic matters that:
 - i. acts on behalf of the Academic Board on urgent and routine matters and monitors the work of the Academic Board and provides advice to Academic Board on such matters, and
 - ii. reports to the Academic Board on academic matters and provides advice to the Academic Board and University Council on such matters.

Section 2 - Academic Board Standing Committee Membership

Membership

- (6) The members of the Academic Board Standing Committee are as follows:
 - a. Ex officio members

- i. Provost and Deputy Vice-Chancellor
- ~~ii.~~ Chair of the Teaching and Learning Committee
- ~~iii.~~ Pro Vice-Chancellor (Academic Innovation) Chair of the Curriculum Committee
- ~~iv.~~ Deputy Vice-Chancellor Research Chair of the Research Committee
- iv-
- v. Chair of Academic Board
- vi. The two Deputy Chairs of Academic Board.

b. Elected members

- i. Three elected Academic Board members (one academic staff member from four each of the Schools/Faculties)
- ~~ii.~~ One elected Academic Board member from the student representatives.

In attendance

(7) The Academic Board Standing Committee can co-opt where needed any members required to achieve or maintain gender balance, where the membership does not include at least two women and two men. The committee can also invite individuals as observers to provide additional appropriate expertise as necessary.

Election procedure for elected members

(8) Elected members of Academic Board Standing Committee are elected from the elected membership of Academic Board at such times when a vacancy on the Standing Committee occurs.

(9) The term of an elected member's tenure on Standing Committee continues until the end of their current term on Academic Board. Re-elected members of Academic Board may seek re-election to the Standing Committee.

Conduct of elections

(10) Elections of Academic Board elected representatives to the Standing Committee will be conducted by the Secretary to the Academic Board by secret ballot as determined by the Academic Board's Standing Orders.

Automatic vacancy by an elected representative

(11) An elected position becomes vacant automatically if:

- a. the representative is absent without prior leave from three consecutive Standing Committee meetings, or
- b. the representative loses his/her original qualification for election.

(12) An automatic vacancy shall be filled similarly to the provisions of Clause 8 of this Rule.

Acting ex officio members

(13) An ex officio member of Academic Board Standing Committee includes a person who has been appointed on an 'acting' basis to the role.

Temporary replacement of elected members

(14) Where an elected member is granted leave of absence by the University (e.g. special studies program) or is otherwise unable to attend meetings due to conflicting duties for a period of up to one year, the Academic Board Executive has authority to arrange for the casual vacancy on Standing Committee to be filled for the duration of the leave of absence by secondment of another elected Academic Board member from an appropriate constituency. This is to be ratified at the next Academic Board meeting after the vacancy has occurred. The temporary replacement will have full voting rights. When the elected member's leave of absence and remaining term on Standing Committee is

more than one calendar year, the member must resign and the vacancy on Standing Committee will be filled according to the provisions of Clause 8 of this Rule.

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Temporary substitution of elected members

(15) Where an elected member is absent from a particular Academic Board Standing Committee meeting, the absentee may nominate a substitute to attend the meeting on the absentee's behalf. The nominee shall have observer rights for the meeting attended. The Secretary to Academic Board is to be notified of the nomination by the elected member before the date of the meeting of the elected member substitute's attendance.

Term of office

Ex officio members

(16) The ex officio members will be Academic Board Standing Committee members while they hold their primary office.

Elected members

(17) The term of office of an elected Academic Board staff member on Standing Committee is a maximum of three years, and finishes when their current term as an elected member of Academic Board expires. Elected members may stand for re-election to Standing Committee.

Co-opted members

(18) Members co-opted under Clause 7 of this Rule will have tenure for one year renewable to a maximum of three years.

Chair

(19) The Academic Board Standing Committee will be chaired by the Chair of Academic Board, or in their absence, one of the Deputy Chairs.

Gender representation objectives

(20) Gender representation shall accord with the Gender Representation on Decision-Making and Advisory Committees Policy. The objective will be to ensure, so far as is practicable, that the membership of the Academic Board Standing Committee includes at least two members of each gender.

Section 3 – Academic Board Standing Committee Functions

(21) The functions of the Academic Board Standing Committee are to act on behalf of the Academic Board in accordance with its policies between meetings, to hear confidential matters, and report to the next Academic Board meeting on all actions and decisions taken.

Approval functions

(22) To conduct urgent and routine business on behalf of the Academic Board between full board meetings.

(23) To receive-approve urgent recommendations from Academic Board committees on minor matters policy changes on behalf of the Academic Board or governance committees reporting to Academic Board and to make recommendations report to the committees, Bboard and Council as appropriate.

Monitoring functions

(24) To ~~identify~~ refer emerging issues ~~and to advise~~ the board or to act accordingly.

(25) To ~~identify~~ refer risks to the board that might arise in relation to the University's academic policies, programs and interests, ~~to consider and recommend appropriate mitigation measures and to advise management on these issues.~~

Advisory functions

(26) To submit recommendations on academic policy and delegations, academic quality assurance, academic governance and academic risk issues for consideration by the Academic Board or the ~~University C~~committees that report to the board.

(27) To act on behalf of the Academic Board and make recommendations on confidential academic and student matters.

(28) To advise the Chair of Academic Board on forthcoming meeting agendas and items.

(29) To consider and report on any matter referred to it by the Academic Board.

Communication functions

(30) To ~~provide leadership of board activities~~ report to Academic Board and Council, as appropriate, on the committee's decisions and advice.

Authority

(31) To seek data and information from the University through the Vice-Chancellor to meet the Standing Committee's duties and functions.

Section 4 - Delegations

Delegation from Academic Board and Council

(32) The Academic Board Standing Committee has delegated authority from the UNE Council and Academic Board to perform on behalf of both bodies the approval, advisory, monitoring and communication functions set out in the terms of reference above and all matters ancillary to those functions.

Section 5 - Conduct of Academic Board Standing Committee Business

Reporting to Academic Board

(33) The Chair of the Academic Board will report to Academic Board regularly, and where necessary to Council, on the business conducted by the Academic Board Standing Committee.

Meetings

(34) The Academic Board Standing Committee will meet up to ~~eight~~ seven times per year or otherwise as required in order to perform its functions.

Business papers

(35) Unless the Chair directs otherwise, Academic Board Standing Committee business papers will be distributed to Academic Board members and official attendees, at least seven days prior to the meeting, or such shorter period as is practicable in the circumstances.

(36) Public disclosure of business papers, minutes and other information received by the Academic Board Standing Committee should be made via the Chair or Secretary to the Standing Committee.

Quorum

(37) At any meeting of the Academic Board Standing Committee, one half plus one of the voting membership constitutes a quorum.

Use of technology

(38) For its business papers, meetings and otherwise to conduct its business, the Academic Board Standing Committee and its members may use technology including telephone, video-conferencing, telepresence, email and internet as arranged by the Chair and/or Secretary to the committee.

Resolutions

(39) The Academic Board Standing Committee may pass a resolution by 'flying minute' provided that the resolution has been approved by a simple majority of the Standing Committee members at the time the resolution is made.

Confirmation of minutes

(40) Draft minutes will normally be circulated to members for comment promptly after each meeting. The minutes with any necessary changes then will be circulated for adoption by the Academic Board Standing Committee. The minutes will be finalised and adopted when they have been approved by a majority of the members that were present at the relevant meeting. Alternatively, the minutes may be included in the business papers for the next Standing Committee meeting and considered and adopted by the committee at that meeting.

Self-review

(41) Once in every twelve-month period, the Academic Board Standing Committee shall devote at least a part of one meeting to the review of its policies, practices and procedures over the preceding twelve months.

Secretary to Academic Board

(42) The University Secretary and/or nominee will provide secretarial and administrative support to the Academic Board Standing Committee.

Standing Orders

(43) The Academic Board's Standing Orders relating to the conduct of meetings and its business also apply to the Academic Board Standing Committee. To the extent of any inconsistencies between these Terms of Reference and the Standing Orders, these Terms of Reference prevail.

Section 6 - Definitions and Interpretation

Definitions

(44) Words and phrases used in this document have the following meanings, unless the context requires otherwise:

- a. UNE Act means the [University of New England Act 1993](#) (NSW).

- b. UNE By-law means the [University of New England By-law 2005](#) (NSW).

Interpretation

(45) This document should be interpreted using the following principles.

- a. Where Academic Board Standing Committee membership is defined by reference to an office held (for example 'Chair of Academic Board'), that office-bearer is a member *ex officio* and has all of the same rights and responsibilities (including voting) as other Standing Committee members whilst holding the office specified.
- b. This document operates as a delegation of certain authorities that have been retained by Council, but does not override or otherwise affect:
 - i. the [Authorities Retained by Council Rule](#), or
 - ii. the [Functions of the Vice-Chancellor Rule](#).

Academic Board Standing Committee documents

(46) The existing Academic Board Standing Committee terms of reference, membership and any other documents governing the Academic Board Standing Committee at the time these new Terms of Reference are approved are replaced and have no further operation.

Status and Details

Status	Current
Effective Date	
Review Date	(One year after Effective Date)
Approval Authority	UNE Council
Approval Date	
Expired Date	To Be Advised
Unit Head	Brendan Peet Chief Legal and Governance Officer 61 2 6773 3729
Author	Brendan Peet Chief Legal and Governance Officer 61 2 6773 3729
Enquiries Contact	Office of the Chief Legal and Governance Officer +61 2 6773 3729

Purpose

To provide the Council with the proposed schedule for Council member elections for 2018.

Origin of report: Council work Plan.

Related to Terms of Reference: Council business.

Recommendation**Mr Brendan Peet, Chief Legal and Governance Officer**

The Council is asked to NOTE the schedule for Council elections for 2018, report #18233

Executive Summary

The two year terms for the elected members of Council conclude in either August or October of this year. As a result, elections will shortly be called for the three elected Council member positions:

1. Academic Staff Member of Council (commencing 21 August 2018 for two years);
2. Professional Staff Member of Council (commencing 20 August 2018 for two years); and
3. Student Elected Member of Council (commencing 12 October 2018 for two years).

It is proposed that elections run from late May to July, with a call for nominations in May, and voting where required late June/July. This timing will allow inductions to be held with members before their term commences in August (or October for the student member).

An important consideration in the upcoming election process, will be to clearly articulate to potential candidates the nature of the governance role and the duties and responsibilities of elected candidates (and indeed of all Council members).

In addition, clear expectations will be provided to all potential candidates and circulated with the call for nominations regarding appropriate campaigning behavior, including signoff of all electoral material by the Returning Officer, to ensure the elections are fair and equitable.

Key Information

The *indicative* timing (will depend on the availability of electoral rolls and set up time) for the Council Elections, is as follows:

- 30 May to 20 June 2018: Call for Nominations (open approx. 3 weeks)
- 26 June to 17 July: Voting (open approx. 3 weeks)
- Confirmation of Election results: Estimated 20 July 2018

A summary of the current Council members and current terms is provided below (Table 1). It is noted that following the decision of the Council regarding the size and composition of Council on 27 November 2015 (formally constituted via the Universities Governing Bodies

(University of New England) Order on 13 July 2016), elections of graduate members will no longer be conducted, as instead, at least two of the Council appointed members of the UNE Council will be UNE Graduates.

The positions of the elected Graduate Members of Council, currently held by Dr Robyn Muldoon and Dr Jack Hobbs, will cease on 17 August 2018, taking the overall size of Council to 13 members.

Table 1 – Current Members, Membership Type and Current Term/Status of nomination /election

Membership Type	Name	Current Term Ends
1. Official: Chancellor	Mr James Harris	5 years to 19 November 2019
2. Official: Vice-Chancellor	Prof Annabelle Duncan	Ex-officio (appointed by the Council)
3. Official: Chair Academic Board	Prof Mark Perry	Professor Perry is Acting Chair AB until 17 June 2018 [An election is to be held for the Chair of Academic Board (by the Academic Board), with outcome expected by 7 June 2018].
4. Minister Appointed 1	Ms Meredith Symons	3 years - to 16 August 2019
5. Minister Appointed 2	Mr David van Aanholt	2 years to 16 August 2018 [Council confirmed on 16/3/2018 re-nomination for 4 years until 16 August 2022; confirmation from Minister pending]
6. Council Appointed 1	Mr Russell Evans	2 years to 16 August 2018 [Council confirmed on 16/3/18 reappointment for a further 4 year term until 16 August 2022]
7. Council Appointed 2	Mr Robert Finch	3 years to 31 December 2018 [Council confirmed on 16/3/18 reappointment for a further term of approximately 23 months, commencing 1 January 2019 and concluding 24 November 2020]
8. Council Appointed 3	Ms Jan McClelland	4 years – 1 Jan 2018 until 31 December 2021
9. Council Appointed 4	Ms Anne Myers	3 years - to 30 November 2019
10. Council Appointed 5	Ms Rosemary Leamon	3 years - to 16 August 2019
11. Elected – Academic staff	Prof Margaret Sims	2 years –to 20 August 2018 [elections for 2 year term to commence May 2018 with outcome by mid July 2018]
12. Elected – Professional staff	Mr Charles Hebblewhite	~2 years - to 20 August 2018 [elections for 2 year term to commence May 2018 with outcome by mid July 2018]
13. Elected – Student	Ms Catherine Millis	2 years – to 11 October 2018 [elections for 2 year term to commence May 2018 with outcome by mid July 2018]
14. Elected – Graduate 1	Dr Jack Hobbs	4 years – to 17 August 2018 [positions not continuing as per Council decision 27/11/15]
15. Elected – Graduate 2	Dr Robyn Muldoon	4 years – to 17 August 2018 [positions not continuing as per Council decision 27/11/15]

Ends.

Purpose

To provide the Council with an overview of the new UNE Alumni Association, to request Council member participation in the new Committee, and to propose the disestablishment of the Standing Committee of Convocation.

Origin of report: This report re Convocation was deferred from the November 2017 meeting of Council.

Related to terms of reference: Under the UNE Act, the University may form a standing committee of Convocation.

Recommendation

Professor Annabelle Duncan, Vice-Chancellor

Council is asked to:

- 1) NOTE the report regarding the UNE Alumni Association, report #18179;
- 2) Request that the Council nominate, for membership of the UNE Alumni Association Standing Committee for a four year term (subject to continued Council membership), two Council members who are UNE graduates; and
- 3) APPROVE the disestablishment of the Standing Committee of Convocation.

Executive Summary

The UNE Council considered, as part of a number of changes to the Committees of Council in late 2016 and 2017, changes to the Standing Committee of Convocation. It had been requested that the Vice-Chancellor have responsibility, through the Office of Advancement, for the functioning of a University convocation or alumni committee.

The Office of Advancement have been active in engagement with Alumni chapters and in planning and working to establish a new UNE Alumni Association and Standing Committee, which will replace and extend the functions of the previous Standing Committee of Convocation.

The new UNE Alumni Association (the "Association") is exclusively for the purpose of connecting alumni of the University ("Alumni") to the University and to each other, to provide valued service to members of the Association (each, an "Association Member"), and to support the University's mission of teaching, research, and service. It is noted that the term "Association" is used in name only and is not to imply or be interpreted as a legal entity or organisation under the legal code.

The [terms of reference](#) of the new UNE Alumni Association "Standing Committee" include as members, two Council members (nominated by the Council) who are also UNE graduates. Nominations from Council members who are also graduates **are now invited** for an appointment for a four year term, with this subject to continuing membership of the Council. The Council is also asked to confirm the proposed nominees

for the UNE Alumni Association from the Council (please refer to resolution 2 of this report).

As part of the process of moving to the new UNE Alumni Association, the Council is also asked to formally disestablish the Standing Committee of Convocation.

Key Information

The [terms of reference](#) for the new UNE Alumni Association including the Standing Committee and Chapters have been established by the Vice-Chancellor.

A call for nominations for Chapter membership from the alumni body commenced in November and the online voting process for elected members conducted early 2018.

Nominations for two members of the Council are now called from UNE graduate members of the Council.

As further background, the Council members on this committee, would be requested to be available to meet once per Trimester, and to play a part in bringing to the Council those “draft proposals the Alumni Association considers appropriate with respect to the interests of the University for the two graduates members of the University Council to report to University Council”.

Concurrent with the proposed change from the Standing Committee of Convocation to the Alumni Association Standing Committee the alumni chapters have been very active.

- Alumni interests have been actively represented by Alumni Chapter Committees in Adelaide, Armidale, Brisbane, Canberra, Sydney and Melbourne.
 - These committees have actively met throughout 2017 and executed events (at least two formal events) in their respective locations.
- Events were also held in Lismore, Coffs Harbour, Port Macquarie, Kuala Lumpur, Hanoi, Singapore, Thimpu and Jakarta.
- Alumni (random sample) participated in an Alumni Survey to assist with evidence-based decision making for future programming, communications, benefits, etc. The Alumni Survey Executive Summary is attached.
 - One benefit alumni are keen to have is access to the library’s online databases. The Office of Advancement is presently working with the Library (subscription structure and feasibility) and Information Technology (authentication requirements) to action this benefit.
 - The Office of Advancement is addressing database challenges with a ‘Keep in Touch’ campaign and the introduction of the Alumni and Friends App (see attachments).

- Additional matters of interest to alumni:
 - Direction of UNE in today's climate of university education in Australia (e.g. affordability, research/teaching balance, etc.)
 - Status of Robb College;
 - A letter from the VC has been sent to Robb College alumni and reaction to this communication has been positive.
 - Availability/expansion of Bespoke course offerings.
 - Graduates in international locations and ways they can assist the mission of the University.
 - Career progression and networking.

A copy of the previous Standing Committee of Convocation terms of reference, which is recommended for disestablishment, are provided as Attachment 1 to this report.

Accountability

The Office of Advancement is responsible for supporting the new Alumni Association. The Office of Advancement reports to the Pro Vice-Chancellor External Relations and is responsible to the Vice-Chancellor for the conduct of the UNE Alumni Association and its Standing Committee.

Attachments

Attachment 1 - Copy of the terms of reference for the Standing Committee of Council (for rescission)

UNIVERSITY OF NEW ENGLAND
STANDING COMMITTEE OF CONVOCATION
TERMS OF REFERENCE

The Standing Committee of Convocation shall have the authority to draft such proposals as Convocation considers appropriate with respect to the interests of the University for the two graduate members of University Council to report to University Council.

- Takes proposals to:** Two elected graduate members of Council.
- Chaired by:** Vice-Chancellor or nominee
- Membership:** Up to 13 members comprising:
Vice-Chancellor or nominee
Two graduate members of Council elected by the graduates of the University
Up to three College Senior Common Room members who are members of Convocation elected or nominated by that constituency
One representative from each active regional alumni association (South Australia, Malaysia, Armidale) elected or nominated by those associations
Up to three general representatives elected or nominated by members of Convocation, to be selected by the Standing Committee
Director of the Office of Advancement or nominee
- Gender representation:** At least two women and two men. Where necessary, the Chair may co-opt a member of Convocation to achieve gender balance.
- Term of office:** Members will hold office for four years. If a member vacates office prior to the conclusion of their term, the constituency may elect or nominate a replacement to serve the remainder of the term.
- Quorum:** A quorum shall consist of one-third of members of the Standing Committee plus one member.
- Meetings:** The Standing Committee will meet each trimester or otherwise as required. The venue will be Armidale with conference links for members outside Armidale. If a formal meeting of the Standing Committee cannot be

Reviewed and amended by Council: 1 August 2011

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convened, as a consequence of unavailability of members and/or urgency of a matter for resolution, where appropriate and with approval of the Chair of the Standing Committee, resolution will be sought by “flying minute”.

Vacation of office:

A position becomes vacant if a Committee member is absent for two consecutive ordinary meetings of the Committee without leave of the Committee, or absent for four consecutive ordinary meetings of the Committee.

Co-option:

On the recommendation of the Committee, the Chair may co-opt a member of Convocation to fill a vacancy.

Support:

The Office of Advancement will provide administrative support.

2018 Council OPEN Work Plan

Report Name	Owner	Status/ Comment
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Meeting 1: Friday, 16 March 2018		
#18191 University Activities in Focus	VC	
#18164 Chancellor's Report to Council	Chancellor	
#18208 Vice-Chancellor's Report to Council	VC	
#18122 Chair Academic Board Report	Chair AB	
#18116 Approval of Annual Report (Year Ended 31 December 2017)	VC	
#18115 Approval of Annual UNE Group Financial Statements (Year Ended 31 December 2017)	CFO	
#18135 Chair of Governance Working Party Report	Chair	
#18113 2018 Open Council Work plan	CLGO	

Meeting 2: Friday 25 May 2018		
#18190 University Activities in Focus – Update from the Faculty Science, Agriculture Business and Law (SABL)	Prof Aron Murphy	Oral report
#18163 Chancellor's Report to Council	Chancellor	
#18207 Vice-Chancellor's Report to Council	VC	
#18121 Chair Academic Board Report	Chair AB	
#18179 UNE Alumni Association	VC	
#18233 Council Member Elections	CLGO	
#18112 2018 Open Council Work plan	CLGO	

Meeting 3: Friday 27 July 2018		
#18189 University Activities in Focus	VC	
#18162 Chancellor's Report to Council	Chancellor	
#18206 Vice-Chancellor's Report to Council	VC	
#18120 Chair Academic Board Report	Chair AB	
#18117 Bi-Annual UNESA Report to Council	UNESA	
#18111 2018 Open Council Work plan	CLGO	

2018 Council OPEN Work Plan

Report Name	Owner	Status/ Comment
Meeting 4: Friday 21 September 2018		
#18188 University Activities in Focus	VC	
#18161 Chancellor's Report to Council	Chancellor	
#18205 Vice-Chancellor's Report to Council	VC	
#18119 Chair Academic Board Report	Chair AB	
#18165 Council and Committee meeting dates 2019	CLGO	
#18110 2018 Open Council Work plan	CLGO	

Meeting 5: Friday 23 November 2018		
#18187 University Activities in Focus	VC	
#18160 Chancellor's Report to Council	Chancellor	
#18204 Vice-Chancellor's Report to Council	VC	
#18118 Chair Academic Board Report	Chair AB	
#18186 Bi-Annual UNESA Student Report	UNESA	
#18128 Chair Report – Convocation	Convocation	
#18192 Update on Academic Matters	PDVC / DVCR / PVCAI	
#18175 Program of Induction for Council Members	CLGO	
#18109 2018 & DRAFT 2019 Open Council Work plan	CLGO	

Report Details:

- i. **2018 Work Plan & Draft 2019 Work Plan:** To provide the Council with an updated work plan for the open session of Council at each meeting to track progress against Council objectives during the year, as well as a draft work plan for endorsement for the coming year (in November).
- ii. **Approval of Annual Report / Financial Statements (Year Ended 31 December 2017):** To provide the Council with a draft copy of the annual report and financial statements for the year ending 31 December 2017. As well as a key statutory requirement these documents are a record of the performance of the University and University Group for the previous year. The report relates to the role and function of Council to (12) d. Approve the University's mission, strategic direction, annual budget and business plan.

2018 Council OPEN Work Plan

- iii. **Bi-Annual UNESA Report to Council:** To provide the Council with a report (twice annually) from the University's Student Association regarding student engagement and feedback the association's perspective. It relates to the role and functions of Council to (12) b. Oversee and monitor the University's performance.
- iv. **Chair Academic Board Report:** The Chair of Academic Board report provides an overview of the work of the Academic Board committees, including an outline of the progress of the University towards meeting its strategic academic and student related priorities as well as key compliance requirements under HESA and ESOC Acts. This report relates to the role and functions of Council to (12) c. Oversee and monitor the academic activities of the University and (12) i. Ensure that the University's grievance procedures, and information concerning any rights of appeal or review conferred by or under any Act are published in a form that is readily accessible to the public.
- v. **Chair Report – Convocation:** The University may have a committee of Convocation and receive a report on convocation matters. The report relates to the role and functions of Council to (12) h. Establish policies and procedural principles for the University consistent with legal requirements and community expectations.
- vi. **Chancellor's Report to Council:** To provide the Council with the Chancellor's report on activities undertaken on behalf of the Council since the previous meeting. It relates to the role and functions of Council to (3) provide strategic leadership to the University.
- vii. **Council and Committee meeting dates 2019:** To provide Council with proposed meeting dates for the coming year. The report relates to planning of Council business and the role and functions of Council to (12) j. Regularly review its own performance.
- viii. **Program of Induction for Council Members:** To provide Council members with a program of induction to support their understanding of the institution and its operational model. It relates to the role and functions of Council to (12) l. Make available for members of the Council a program of induction and of development relevant to their role as such a Member.
- ix. **University Activities in Focus:** The item is an optional item on the agenda, and may not be provided to every meeting. The report is an opportunity to showcase innovative and progressive University activities which are helping to delivery on the University's strategic priorities. It relates to the role and functions of Council to (12) b. Oversee and monitor the University's performance.
- x. **Update on Academic Matters:** The report provides Council with an update on academic innovation at the University. It relates to the role and functions of Council to (12) c. Oversee and monitor the academic activities of the University.
- xi. **Vice-Chancellor's Report to Council:** To provide the Vice-Chancellor's update to the Council on the activities of the University. It relates to the role and functions of Council to (12) a. Monitor the performance of the Vice-Chancellor and Chief Executive Officer.