


# OPEN Council Meeting

<b>Schedule</b>	Friday 30 July 2021, 9:00 — 11:00 AEST
<b>Venue</b>	Zoom Video Conference
<b>Organiser</b>	Gabrielle Price

## Agenda

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

For Approval - Presented by James Harris

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2.1. Confirmation of Minutes	10
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Minutes of the meeting held on 21 May 2021 were approved as a true and correct record via email on 29 June 2021 and are available for viewing in the Convene Document Library.  
Presented by James Harris

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Below are action items from previous meetings.  
Presented by James Harris

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Council is asked to NOTE the Chancellor's report to Council, report #21044.  
For Noting - Presented by James Harris

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Council is asked to NOTE the Vice-Chancellor and CEO's Open report to Council, report #21049.  
For Noting - Presented by Brigid Heywood


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3.2.1. * Academic Calendar Update #21221	42
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Council is asked to NOTE the update on the Academic Calendar, report #21221.

For Noting - Presented by Brigid Heywood

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Council is asked to NOTE the report on Council Policies, report #21074.

For Noting - Presented by Gabrielle Price

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For Noting - Presented by Robyn Bartel

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For Noting - Presented by Peter Creamer

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##### 6.1. \* Next Meeting and Close 140

The next Council meeting is scheduled for Friday, 24 September 2021.

Presented by James Harris

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# 1. MEETING OPENING

## 1.1. \* Acknowledgement of Country

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

Presented by James Harris

## 1.2. \* Apologies

Presented by James Harris

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

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

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

Presented by James Harris

## CONFLICT OF INTEREST DECLARATION

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

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

(1) If:

*(a) a member of the Council has a material interest in a matter being considered or about to be considered at a meeting of the Council, and*

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

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

*(a) is a member, or is in the employment, of a specified company or other body, or*

*(b) is a partner, or is in the employment, of a specified person, or*

*(c) has some other specified interest relating to a specified company or other body or to a specified person,*

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

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

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

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







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



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

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

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

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

Employment of you or a close family member by the University or a subsidiary of the University, including consultancies or other income for services rendered, during this financial year.

Ministerial appointment of you or a close family member to statutory bodies.

Material Business ownerships or part ownerships by you or a close family member, where a business has, or has a prospect of having, transactions with the University or a subsidiary of the University.



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

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

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

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

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

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

Name:	Date:
Signature:	

## 1.4. \* Order of Business

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

For Approval

Presented by James Harris

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

## 2.1. Confirmation of Minutes

Minutes of the meeting held on 21 May 2021 were approved as a true and correct record via email on 29 June 2021 and are available for viewing in the Convene Document Library.

Presented by James Harris

## 2.2. \* Action Items

Below are action items from previous meetings.

Presented by James Harris

**Matters Arising from Previous Meetings  
Open Council Meeting 21 May 2021**

	<b>Meeting/Item #</b>	<b>Action</b>	<b>Status</b>
1	Open Council Meeting 31 July 2020; item 5.4  Council Member Induction & Development Plan 2020 #20117	Mr Harris as well as Council members Mr Evans, Ms Myers and Ms McClelland have agreed to trial the program in addition to the newly elected and appointed Council members, who will use the program upon their commencement.	<b>Propose close.</b>  Presentation on induction framework to be provided to July meeting with demonstration for feedback. Key induction modules will then be developed and the content reviewed by ExT (UNE information) and Chancellor (Council specific content) as part of sign-off process.
2	Open Council Meeting 21 May 2021; item 4.2  Council Policies #21073	The Director Governance and University Secretary is asked to arrange a working party for the express intent of addressing Council policies.	<b>Propose close.</b>  While scheduling a special Governance Working Party meeting on Council Committee days has not been possible, Policies status updates are being provided to Committee and Council meetings and early drafts have now been made available in a Convene Reading Room.

### **3. STRATEGIC ITEMS**



### 3.1. \* Chancellor's Open Report #21044

Council is asked to NOTE the  
Chancellor's report to Council, report  
#21044.

For Noting

Presented by James Harris



<b>Authority</b>	COUNCIL OPEN	<b>Date</b>	30 July 2021
<b>Report Ref</b>	#21044	<b>Item No</b>	3.1
<b>Proposer</b>	Mr James Harris, UNE Chancellor		
<b>Developed with</b>	Secretariat		
<b>Authorised by</b>	Mr James Harris, UNE Chancellor		

## #21044 – Chancellor’s Report to Council

### Report Purpose & Origin

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

### Resolution

Council is asked to NOTE the Chancellor’s report to Council, report #21044.

### Executive Summary

This report provides an update on the following:

- Matters of interest to Council; and
- Chancellor’s activities May to July 2021.

### Key Information

**Matters of Interest to Council**

*Council External Review*

Following on from the May Council meeting, I have been progressing with planning for the external review which Council members will be aware of; the Standing Committee met on 24 June to discuss the engagement of an external reviewer, and a flying minute was approved by the Council on 9 July for me to commence formal conversations with The Consultancy Bureau on the scope, schedule and other particulars for the review. Further, the Council also agreed for the Director of Governance to seek an exemption from Procurement for the engagement of services.

<i>Authority</i>	COUNCIL OPEN	<i>Date</i>	30 July 2021
<i>Report title</i>	Chancellor's Report to Council	<i>Report Ref</i>	#21044

The DGUS and I met with Mr Peter Forster of The Consultancy Bureau (via Zoom) on Friday 16 July to provide an update on what has transpired at UNE since the 2018 review and to discuss the scope for the 2021 review. Peter will now prepare a proposal for consideration based on that information.

At this stage, we anticipate the review will be completed and a final report tabled for discussion at the November Council meeting.

### *Induction Program*

Work has been done on progressing the induction program. A short update will be provided at the meeting.

### *AICD Course*

Unfortunately, due to the COVID situation in Sydney, the July AICD *Foundations of University Governance* was cancelled. AICD are considering new dates and will advise via email when these have been confirmed. I note that two Council members were enrolled in that course, we are advised that their enrolment can be transferred to another course (Brisbane 27-29 September; or Melbourne 29 November to 1 December) or alternatively fees can be refunded if no dates are suitable.

### *Council Retreat – 18 June 2021*

I would like to acknowledge the efforts of those who organised the 2021 Council Retreat, I received wonderful feedback from members who appreciated the assurance around our TEQSA obligations and greatly valued the insights gained during the break-out sessions. Thank you to Council members for completing the survey, the feedback and commentary will be discussed in detail in a separate paper and will be incorporated into future meetings, activities around Council meetings and also the induction program which is currently being developed. I note in particular that members enjoyed engaging with students and would like more opportunities to learn about their experiences.

### **Summary of Chancellor's activities – May to July 2021**

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

- During May and June, I have participated in shortlisting and interviews for recruitment of Senior Manager (University Secretary) and Deputy Vice-Chancellor, both are ongoing as of the date of this report;
- On 26 May, I filmed a Trimester 2 Orientation video for students and then participated in a University Chancellors Council meeting via Zoom;
- On 3 May I met with Davina McArthur and Steven Hodge from the Nous Group at their office in Sydney for an update on UNE's donor investment strategy and other projects Nous were supporting;

<i>Authority</i>	COUNCIL OPEN	<i>Date</i>	30 July 2021
<i>Report title</i>	Chancellor's Report to Council	<i>Report Ref</i>	#21044

- On 4 May I met with Emeritus Professor James Rowe;
- On 22 May I met with Ms Barb Shaw before she finished in her role as Executive Principal, Student Experience;
- On 24 May, I attended the UNE Council Committee meetings and chaired a Standing Committee meeting to discuss the 2021 external review;
- On 29 May, I joined the Vice-Chancellor in a meeting with the Minister for Education, the Hon Alan Tudge, where we discussed funding for UNE Tamworth, Future Fit and its alignment to the job-ready graduates agenda, and to introduce the STEM-Q concept;
- As mentioned above, on 16 July I met with Peter Forster of The Consultancy Bureau via Zoom to discuss the 2021 external review;
- On 20 July, I participated in a University Chancellors Council Executive Committee meeting via Zoom followed by a Remuneration Committee meeting (also via Zoom);
- On 29 July, I participated in a joint NSW Vice-Chancellor and Chancellors meeting to continue discussions on the Universities Australia Health Check review;

Due to the escalating COVID situation in Sydney in June/July, many events and meetings that I was due to attend were cancelled or postponed to later in 2021.

### Future Fit Alignment

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

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

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



# Governance @ UNE

An induction program for Council members & staff

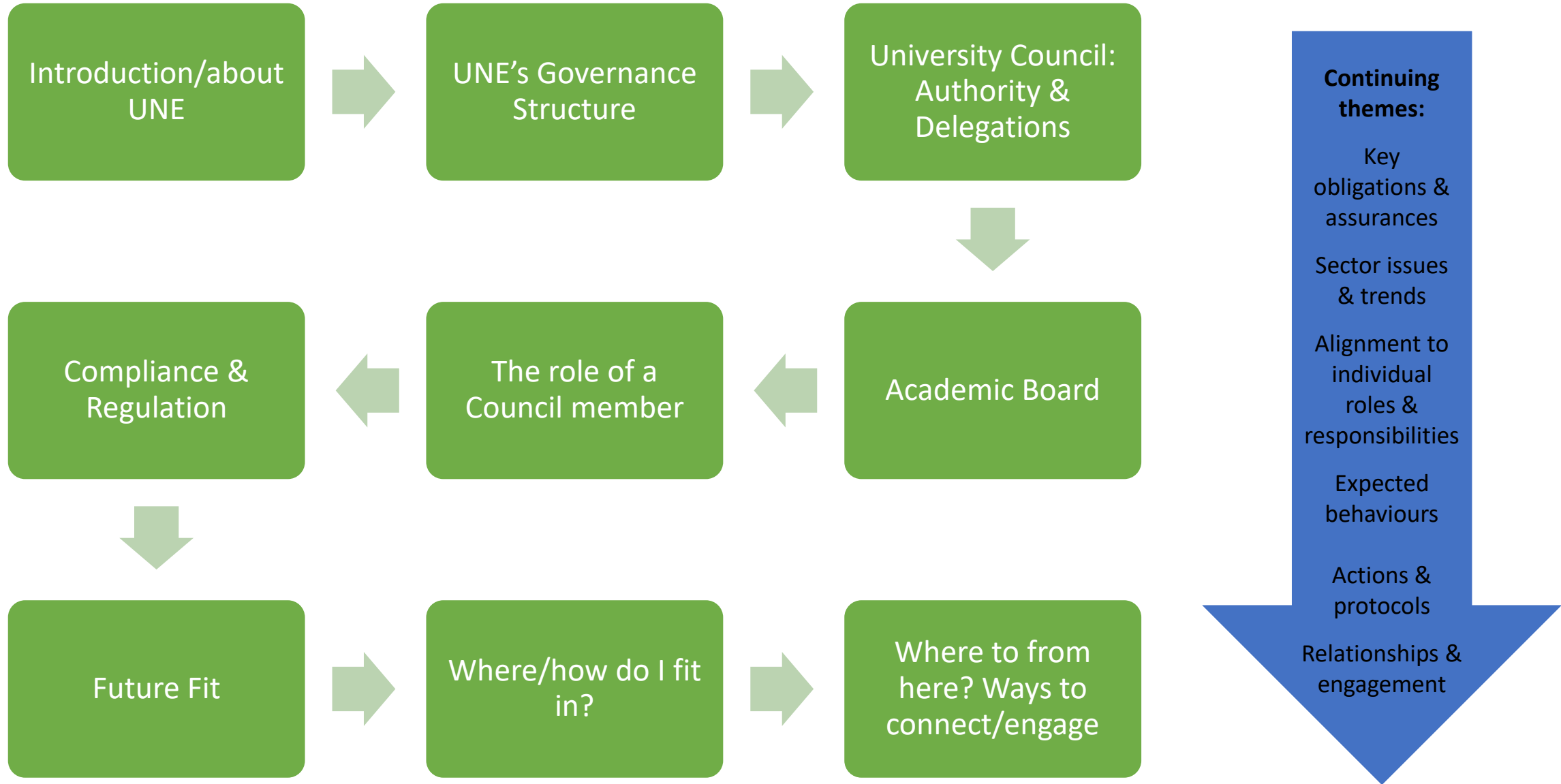
Author: Amy O'Toole 22072021 D21/131613

# Overview of *Governance @ UNE* induction program

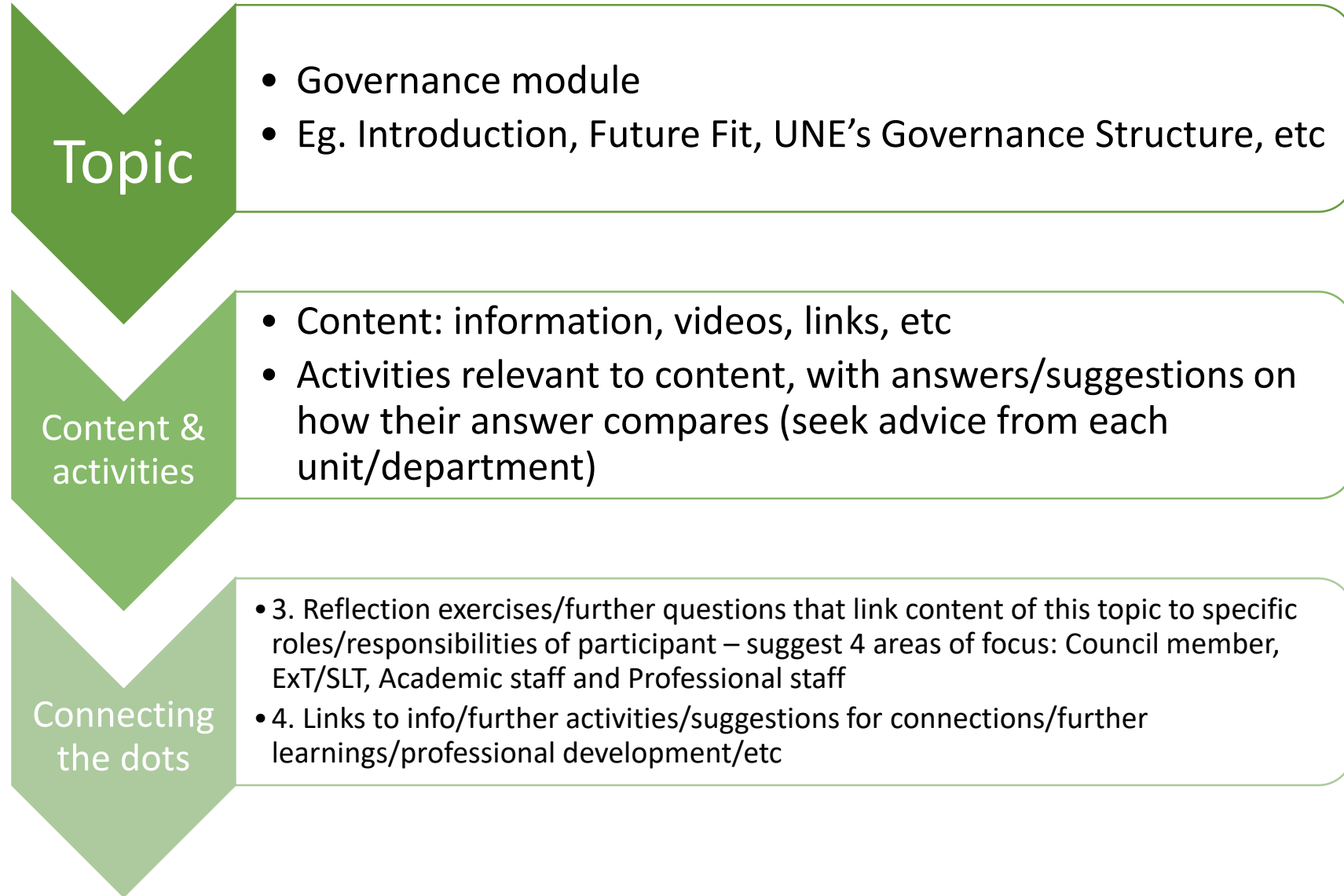
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- The *Governance @ UNE* program is designed to induct participants to UNE's governance structure and link them to key contacts and information across the institution. It is not designed to be content heavy, rather it will encourage participants to question their role in governance and guide them in connecting the dots.
- Modules will include information on the Governance structure, governance bodies, their authorities, responsibilities and delegations before moving onto individual responsibilities in terms of official positions, compliance, regulation, privacy, reporting, record keeping, and so on.
- The final two modules will bring participants full circle, providing them with guidance to determine how they fit in and what the next steps for them are, plus means of connecting/engaging further and providing feedback. A resource library and onboarding module will also be included.
- On completion, the participant will understand their governance responsibilities, what their role is, what actions they need to undertake, protocols they must adhere to, expected behaviours, how decisions are made, etc.
- The following slides provide an overview of the induction journey, what modules will include, suggested learning outcomes, a draft visual of the Moodle site and timeline.

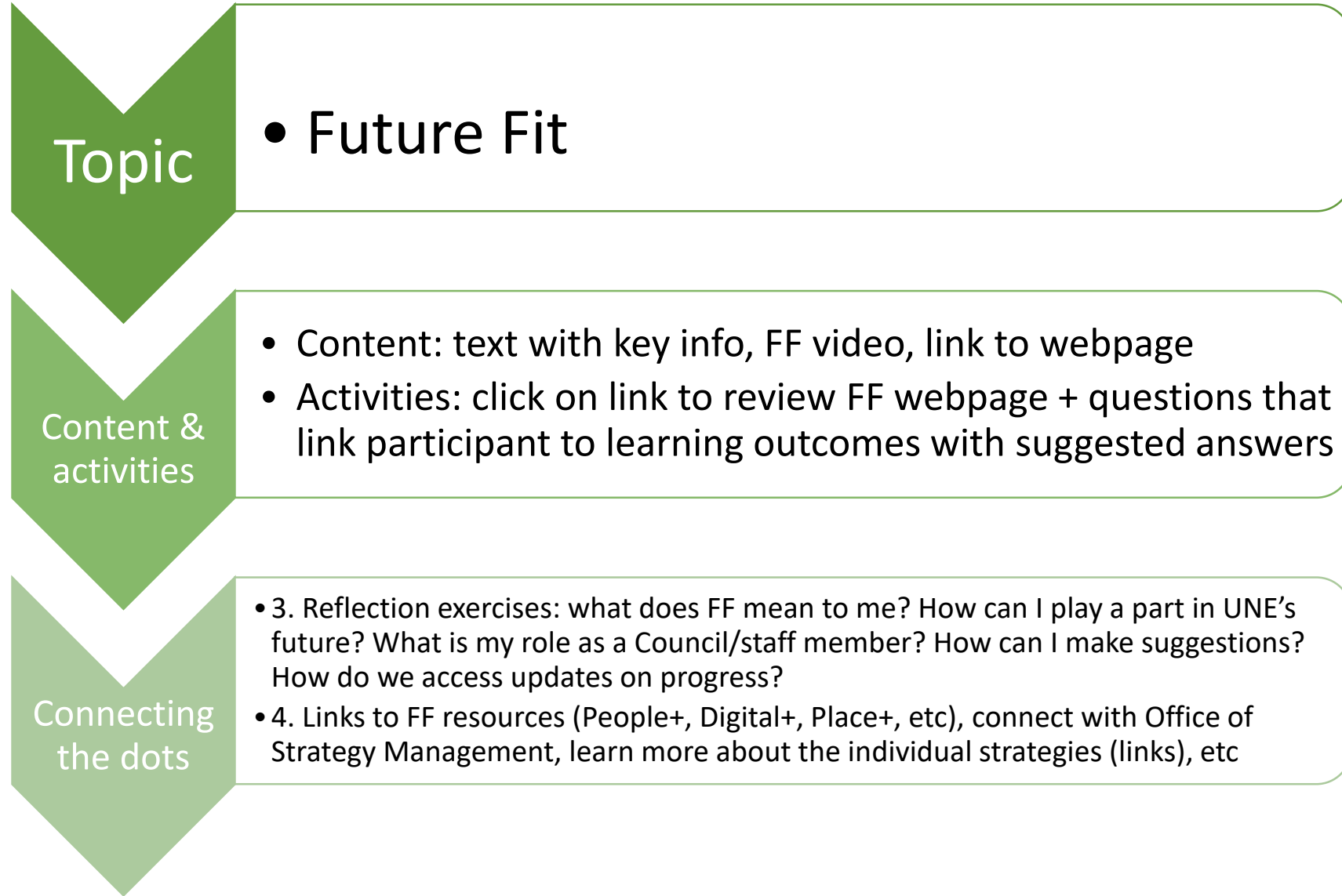
**Note:** at this stage, the program will be provided to Council members and staff with the intention of creating content for students in the future. We are aiming to have this up and running for Council members ASAP, with rollout/tailoring to staff to follow shortly after.












# Learning Outcomes

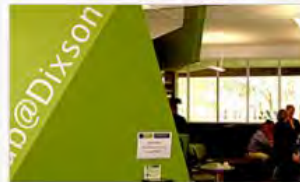
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At the end of this program, you will have an understanding of:

1. UNE's governance structure, the role and authority of Council and its Committees, and the regulating bodies, legislation, policies and protocols that UNE is required to adhere to;
2. what your individual role is within UNE's broader governance structure;
3. what your governance duties and responsibilities are, and what protocols you are required to adhere to;
4. what actions you are required to take to meet your governance obligations;
5. how decisions are made to support good governance practices;
6. key internal and external governance contacts, and the relationships with/between these groups;
7. where to find information on the UNE webpage; and
8. how you can participate and engage further in the governance space at UNE.

## Governance @ UNE

 Announcements



Introduction



UNE's Governance Structure



University Council:  
Authority & Delegations



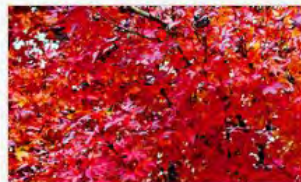
Academic Board



The Role of a Council Member



Future Fit



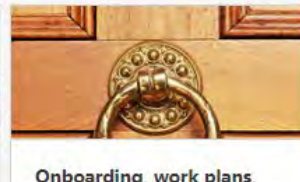
Compliance & Regulation



Where/how do I fit in?



Where to from here? Ways to connect/engage & provide feedback



Onboarding, work plans, contact/support & other requests



Resources

VIEW ALL SECTIONS

All sections

# Timeline

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## July

- Finalise content and load to Moodle site
- Update to Council with link to Moodle site for initial feedback – 30 July meeting

## August

- Trial of program, incorporate feedback and amend content
- Official internal launch of program for staff enrolments by mid-August

## September - December

- Program fully functional, collate feedback and provide update to Dec Council meeting
- Ongoing: review program to ensure content remains relevant/up to date.

## 3.2. \* Vice-Chancellor's Open Report #21049

Council is asked to NOTE the Vice-Chancellor and CEO's Open report to Council, report #21049.

For Noting

Presented by Brigid Heywood



<b>Authority</b>	COUNCIL OPEN	<b>Date</b>	30 July 2021
<b>Report Ref</b>	#21049	<b>Item No</b>	3.2
<b>Proposer</b>	Professor Brigid Heywood, Vice-Chancellor and CEO		
<b>Developed with</b>	Office of Strategy Management and Director People and Culture		
<b>Authorised by</b>	Mr James Harris, UNE Chancellor		

## #21049 – Vice-Chancellor and CEO’s Report to Council

### Report Purpose & Origin

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

### Resolution

Council is asked to NOTE the Vice-Chancellor and CEO’s Open report to Council, report #21049.

### Executive Summary

See attached slide presentation.

# Vice-Chancellor & CEO Council 'Open' Report

Professor Brigid Heywood

July 2021

Report Reference: #21049





# Acknowledgement of Country

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The University of New England respects and acknowledges that its people, courses and facilities are built on land, and surrounded by a sense of belonging, both ancient and contemporary, of the world's oldest living culture. In doing so, UNE values and respects Indigenous knowledge systems as a vital part of the knowledge capital of Australia.

We recognise the strength, resilience and capacity of the Aboriginal community and pay our respects to the Elders past, present and future.



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

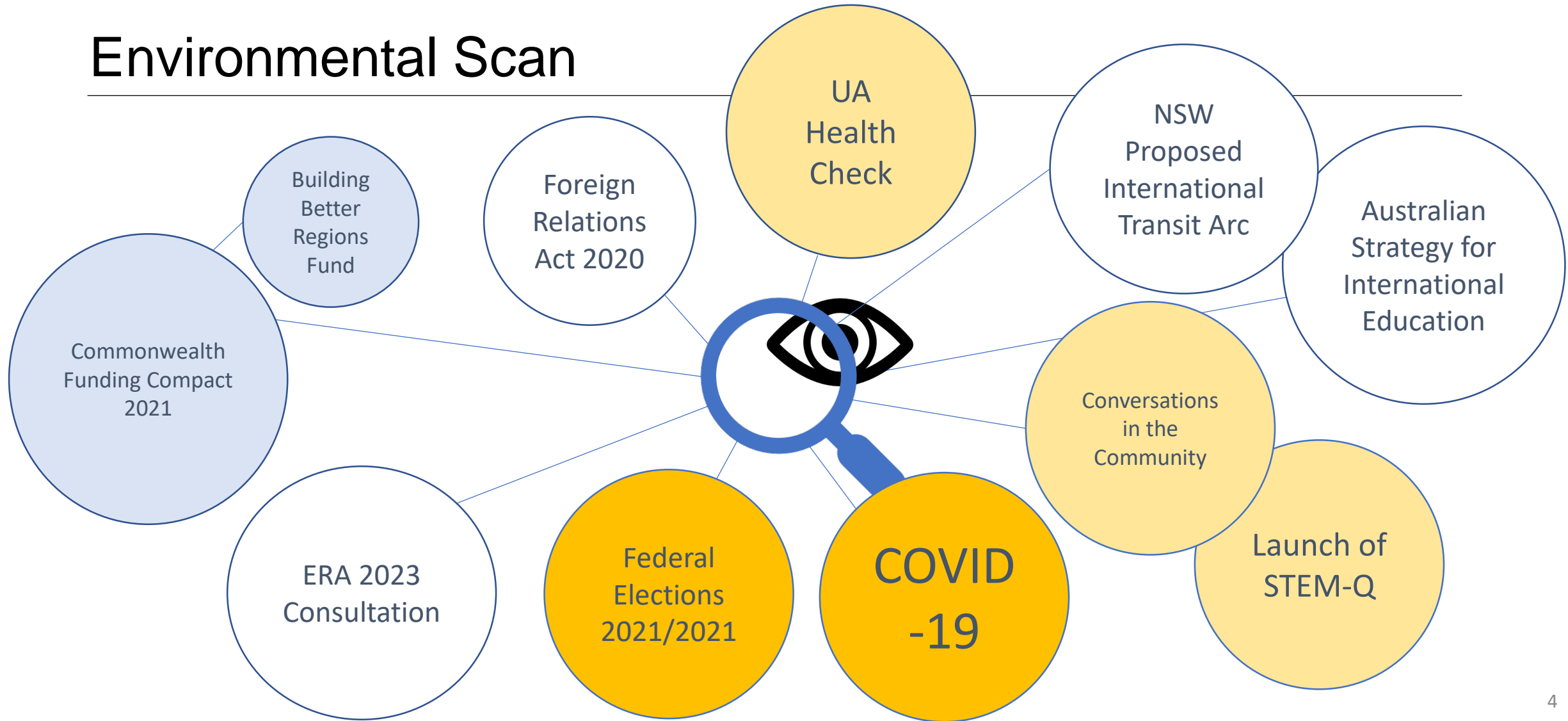


# Summary

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- Environmental Scan - *policy instruments and budget 2021*
- Future Fit 2021-2030 - *evolving progress map*
- COVID-19 - *response update*
- Load/Budget - *forecast update*
- People + - *mapping workforce design, celebrating success, building researcher profiles*
- Reading - *risks in higher education*

# Environmental Scan



# Future Fit - Strategic Projects Update

## People+

Implementation of Portfolio & Project Management Framework.  
Check in Surveys and promotion of PPDR.  
New Academic Calendar proposals out for consultation. Research Summit planned for September 2021.  
Graduate School approved by Academic Board.  
ERA Steering Group Approved.

## Place+

STEM Q launched for consultation.  
UNE Metro lease signed and Wells report on future business model now complete.  
NSW Restart funding confirmed for UNE Tamworth following support from Commonwealth being confirmed through JRG funding stream. Business Case for Capital investment now being developed.

## Digital+

Approved Portfolio Charter.  
LMS and RIMS business case development and scoping underway.

## Sustainability

Review of asset & financial structure to be a priority Q2/3 – 2021.  
Pricing report indicates issues to be managed in terms of UNE pricing.  
Academic Workload Model ongoing.  
Options for new Academic Calendar confirmed for consultation.  
TEQSA Risk register and self Assessment Review in progress.  
Growth of Academic Offerings managed through rapid action group and APEC.

## Other

Divisional Operational Plans - stage 1 complete.  
Significant funding from Bush Fire Resilience.  
Submission to Rural Health Hearings of NSW government.



# COVID-19 Response Update

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- The COVID Special Incident Group (SIG) and COVID-19 Academic Response Team (CART) are active again making decisions in the face of NSW Health orders, which impact our students, staff, the progress of research and engagement with partners.
- On 19<sup>th</sup> July UNE went into a higher level 'controlled access' model to reduce the number of staff on campus and support COVID appropriate working conditions for all; whilst maintaining our teaching provision and research support. This will be in place for two weeks or until new regulations are imposed through NSW Public Health Orders.
- Some in-person teaching is still in progress at Armidale campus. Sydney, Tamworth and Taree are all remote access only.
- UNE has some 900 College residents in Armidale.
- Updated advice pertaining to cybersecurity, asset management and other relevant information has been posted on UNE COVID 19 site: <https://www.une.edu.au/coronavirus-information>.
- Leave management, student recruitment and capital projects are all being reviewed.
- As part of revenue diversification, UNE is hosting some 40 Tongan workers in the College; they are part of a regional workforce development, pan supporting, renewable energy installations in the region. They were all quarantined on arrival into NSW and are compliant with UNE requirements for the Armidale campus.
- Graduation ceremonies planned for August have been deferred.

# Load/ Budget Forecast

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## Student Load

In summary, the load position is as follows :

- Trimester 3 applications are 9.4% higher than this time last year but recent data profile a 19% reduction in commencements against target.
- Trimester 2 student load tracked below target but recovered.
- Commencing student load remains the driver of the variance to budgeted load.
- Trimester 2 load has passed its peak and will now start to settle to a final position over the coming weeks.
- Trimester 2 remains under budget and the negative variance to budget has increased from the previous week's position.
- Trimester 2 load remains the source of the University's under performance over the full year.

*Details of actions being taken will be provided verbally in Council's meeting.*

# Future Fit – People + Presentation to Council

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

The People+ Strategy will provide the guiding framework for improving workforce design and capability, change readiness, leadership development and performance management to help UNE achieve its goal of being a leading regional university.

UNE aims to maintain University status, with 16,000 students enrolled by 2024 and 50% ERA ratings of fields of education at world standard or higher. To achieve a more sustainable and competitive course offering and contribute world leading research, our workforce needs to change with quality assurance, performance and sustainability key drivers of success.

## Creating Knowledge



## Sharing Knowledge



## Supporting Students



## Enabling Sustainability & Resilience





# UNE People + Managing Workforce Design



People+ Council presentation

## Key people statistics

**Total Number of Staff**  
**2345**

Perm/Temp **1201**    Casual **1149**

Academic **500**    Professional **642**

@15 July 2021

**Diversity**  
 81.73% Women  
 2.14% ATSI  
 3.65% Disability  
 8.4% NEGB  
 44.70 Average Age

**Source of Hire**

Source of Hire	%
UNE web/	45%
Other	13.4%
SEEK	9.6%
UniJobs	9.29%
Word of Mouth	8.4%
Linked In	4.67%

**46** Current recruitment processes (excl. TIC)

**42** Days to offer

**20-30%** Cost per hire/TRP

**10** Formal complaints Jan-June 2021

**3 months** Average Time to Resolve

Composition by Employment Kind (excl. Casuals)	UNE 2021	AUS 2021 average
Academic Total	41.21%	40.30%
Professional Total	53.14%	55.62%
Senior Staff/Management	5.65%	4.08%
Total Turnover	25.29%	16.49%
Unscheduled absences	5.73	5.84

AHEIA Benchmarking report 2021

**3** Faculties

**10** Schools

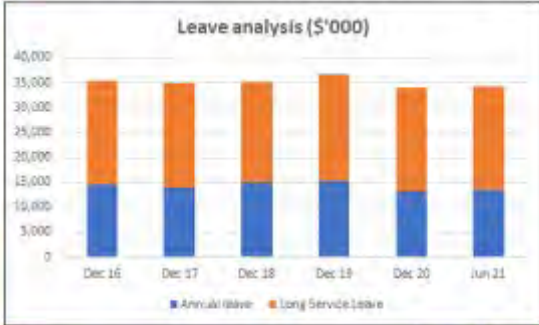
**65** Disciplines

**3** Campuses

**8** Study Centres

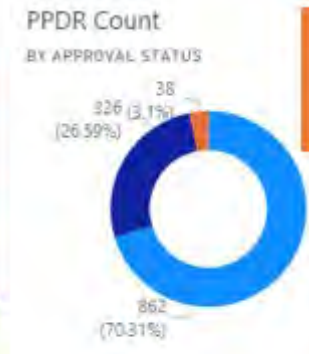
**Leave Liability**  
 Total **\$31.6m July**  
 Annual Leave **\$10.3m**  
 Long Service Leave **\$21.3m**  
 Average leave days **22**

From Excess Liability    Excess Liability



**PAYROLL**

Aggregated payroll costs as a % of revenue	2020	2021
	63%	59%



**2020 Turnover excluding Time for Change**

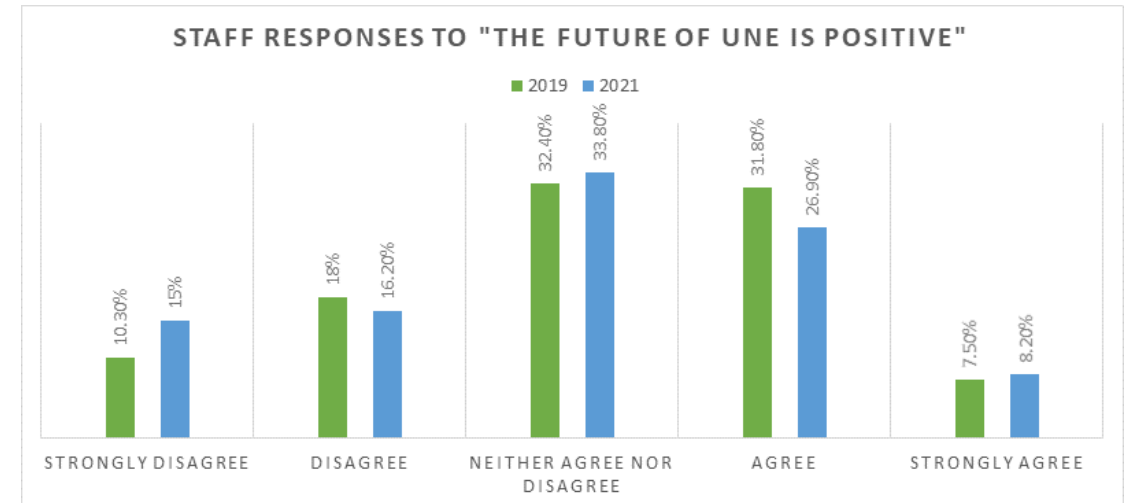
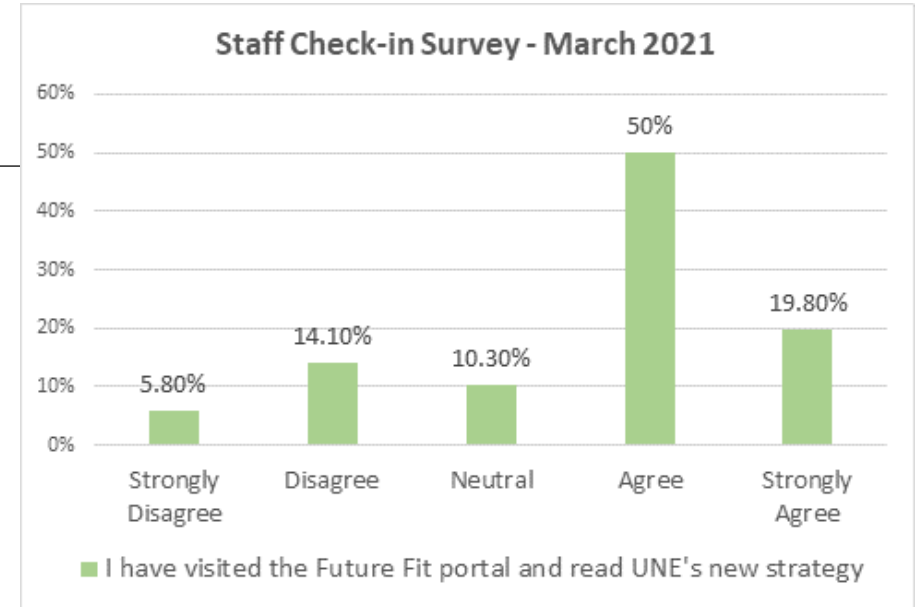
4% continuing staff  
 17% all staff

**Approval Status**

- Approved
- Not Submitted
- Requested

# People + Valuing Feedback

- 2021 Check in Survey 2 published this month.
- Responses to feedback being addressed through range of actions – new academic calendar options, ‘promotion support model’, reviewing renewal of Udemy licence for staff and students.
- Uptake of new PPDR process at >70%.
- UNE ‘Business Lite’ weeks being developed to support better leave planning.
- New Employer Assistance Programme provider contracted.





# People + Building UNE Researcher Profiles

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- July - September 2021 active drive to secure ORCID for all academic staff (Joint initiative of Library and Research Services).
- From low base, secured over 70% registration in two months; target is 90% plus including UNE adjunct staff.
- Allows automated capture of all UNE research outputs in last three years – over 3000 outputs captured to date and provides foundational database for ERA 2023.
- Ensures that UNE meets its obligations as a publicly funded institution.
- Supports fairness and equity - provide better means of supporting researcher performance through PPDR processes, promotion etc.
- Actively supports UNE brand and the Future Fit agenda for excellence.

The ORCID logo consists of the word "ORCID" in a sans-serif font. The letters "ORCI" are in a light grey color, and the letter "D" is in a vibrant green color.

Connecting Research  
and Researchers

<https://orcid.org/>

# People + Celebrating Success

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- Celebrate and acknowledge successes
- Leadership role in taking time to acknowledge colleagues
  - *In person*
  - *In team meetings*
  - *On social media*
- Ensure UNE Corporate Communications have an early heads up so they can help us all celebrate:
  - *Internally in Pulse*
  - *Externally across all media platforms*
- VC's office notified of achievements
  - So they can inform the VC and help VCs office find ways to recognize these individuals/teams



## Reading: Risks in the Higher Education Sector

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- ✓ <https://www.pwc.co.uk/industries/government-public-sector/education/managing-risk-in-higher-education.html>
- ✓ <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/public-sector/us-top-risks-higher-education.pdf>
- ✓ <https://www.jcad.co.uk/resource-centre/news/risk-management/covid-19-and-the-changing-risks-in-higher-education-institutions/#:~:text=Top%20risks%20in%20higher%20education,risks%20are%20out%20of%20date.>

# Questions ?

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