

ACADEMIC GOVERNANCE HANDBOOK

January 2019

ACKNOWLEDGEMENT OF COUNTRY

The University of Canberra acknowledges the Ngunnawal people, traditional custodians of the lands where the Bruce Campus is situated. We wish to acknowledge and respect their continuing culture and the contribution they make to the life of Canberra and the region. We also acknowledge all other First Nations Peoples.

WELCOME

Welcome to the Academic Board, the peak academic governance body of the University of Canberra.

The information provided in this Handbook is intended to help you understand how the Academic Board works and to assist you to discharge your membership responsibilities.

If you have any questions about Academic Board matters, please contact the Governance Team at governance@canberra.edu.au.

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1. THE UNIVERSITY OF CANBERRA

At the University of Canberra we aim to be amongst Australia's most innovative tertiary institutions, continue our ascent in world rankings, and extend our regional, national and international reach – as outlined in our [Strategic Plan](#).

We are committed to preparing professional and highly employable graduates with the right mix of skills and knowledge. Key to this goal is our focus on work-integrated learning which offers every student the opportunity to hone their skills in a real-work environment.

We have already embarked on a comprehensive development plan that will see our campus transform into an integrated learning community. Here you will see academics, students and the public come together in a seamless knowledge-sharing space that enables access to exclusive placements and projects.

Our teaching is enriched by our research culture that produces high-quality and high-impact work and makes an early and significant difference to the world around us.

The University has also launched its Aboriginal and Torres Strait Islander Strategic Plan 2017 – 2021 outlining a university-wide approach to closing the gap between Aboriginal and Torres Strait Islander and non-Indigenous Australians across four main areas: academic, research and innovation, employment, and community engagement.

History of the University

The University of Canberra was established by the Commonwealth Government in 1967 as the Canberra College of Advanced Education. The first students were enrolled on a part-time basis in 1968 and full-time teaching began the following year. The College became the University of Canberra with effect from 1 January 1990. Jurisdiction for the University was passed to the Australian Capital Territory on 1 December 1997, and the University is governed under the [University of Canberra Act 1989 \(ACT\)](#) (the Act).

The functions of the University are defined under Section 6 of the Act. These functions include:

- to transmit and advance knowledge by undertaking teaching and research of the highest quality; and
- to encourage, and provide facilities for, postgraduate study and research; and
- to provide facilities and courses for higher education generally, including education appropriate to professional and other occupations, for students from within Australia and overseas; and
- to award and confer degrees, diplomas and certificates, whether in its own right, jointly with other institutions or as otherwise determined by the Council; and
- to provide opportunities for persons, including those who already have post-secondary qualifications, to obtain higher education qualifications; and
- to engage in extension activities.

In the performance of its functions, the University must pay special attention to the needs of the Australian Capital Territory and the surrounding regions.

An infographic outlining the detailed history of the University is available on the [website](#).

Our Shared Mission

As a university anchored in Australia's capital, we work with government, business and industry to serve our communities and nation, and to be the capital's educational window to the world. From this vantage point, we challenge the status quo in a relentless pursuit of original and better ways to teach, learn, research and add value – locally and internationally.

Our long-standing excellence in mission-oriented research will be fostered and, together with a renewed emphasis on entrepreneurship, will be woven inextricably into the University's educational experience.

Through a transformative campus development plan, the University will evolve into a distinctive community for lifelong learning, and serve as a beacon of sustainable, smart and connected living.

We will lead the sector nationally in equity, diversity, inclusion and access.

Our Strategic Plan

The University's Strategic Plan for 2018-2022, [*Distinctive By Design*](#), articulates the focus and direction of the University. It outlines our ambitious objectives as we aim to be amongst Australia's most innovative tertiary institutions, continue our ascent in world rankings, and extend our regional, national and international reach.

The Strategic Plan outlines five interconnected streams of strategic intent which will be rolled out progressively over the next five years. These initiatives will drive our quest to shape UC into a globally prominent institution of learning, research and public engagement:

- Our people – the drivers of our success.
- Exceptional student experience and world-ready graduates.
- Excellence and innovation through integrated teaching, research and entrepreneurship.
- Locally-anchored global hub of learning partnerships.
- The educated life - a lifelong community.

UC has also launched its [Aboriginal and Torres Strait Islander Strategic Plan 2017 – 2021](#) outlining a university-wide approach to closing the gap between Aboriginal and Torres Strait Islander and non-Indigenous Australians across four main areas: academic, research and innovation, employment, and community engagement.

2. GOVERNANCE AT THE UNIVERSITY OF CANBERRA

Introduction

The University of Canberra's governance model follows the traditional model of Australian universities, with the primary strategic level decision makers being the University Council, Academic Board and the Executive, led by the Vice-Chancellor.

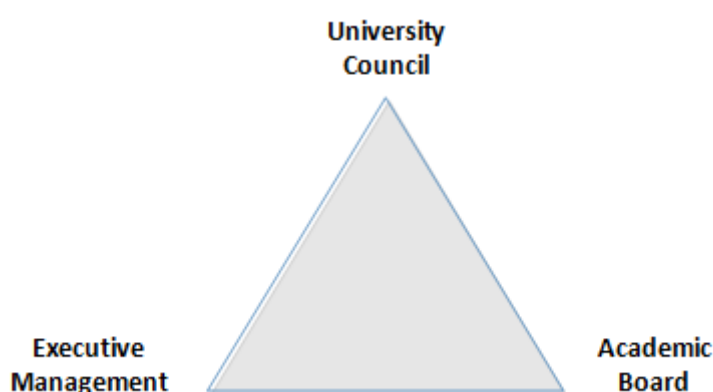


Figure 1: A tripartite governance model of Australian universities (Dooley, 2006)

The reputation of the University hinges on excellence in decision making. Good governance plays an important role in decision making by ensuring the University meets its strategic, educational, legislative, and community responsibilities.

University of Canberra Council

At its meeting on 7 April 2004, Council adopted a [Governance Charter](#) setting out the role and responsibilities of Council and its members. The Council reviews the Charter every two years to ensure it remains relevant and effective.

Council creates the basis for management excellence by developing the University's mission statement and setting the strategic direction, as well as approving the annual budget and business plan. It is responsible for ensuring the systems and processes to direct and control the University's operations are in place and working effectively, including the overseeing and monitoring the University's academic activities through its [Academic Board](#). In addition, Council fosters a culture which allows the University to deliver to all of its stakeholders outcomes in line with its mission and strategic goals.

Council has 15 members, nine external to the University and six internal enabling a range of perspectives to be considered and encompassing a range of knowledge, skills and expertise. Eight of the external members, normally including the Deputy Chancellor, are appointed by the Chief Minister of the ACT on the advice of the University. External members are nominated on the basis of their expertise and experience in senior management in areas such as finance, commerce, law, information technology, education and

corporate governance. At least two members will have financial expertise and at least one will have commercial expertise.

The Chancellor is appointed by the Council.

Internal members include the Vice-Chancellor, the Chair of Academic Board and others elected by the University's internal stakeholders, including undergraduate and postgraduate students, academic staff and professional staff. These and all Council members must act in the interest of the whole University rather than that of their constituencies. Members are appointed for terms between one and five years to allow for continuity and a balance between ideas and corporate memory.

The responsibilities of Council are listed on the [website](#) and in the [Council Governance Charter](#).

Council members must:

- always exercise their functions with the best interests of the University as a whole paramount rather than simply as a delegate or representative of a particular constituency;
- act in good faith, honestly and for a proper purpose;
- exercise appropriate care and diligence;
- not improperly use their position to gain an advantage for themselves or someone else or cause detriment to the University or someone else; and
- disclose and avoid conflicts of interest.

3. ACADEMIC BOARD

The Academic Board (the Board) is the principal policy-making and advisory body on all academic matters relating to and affecting the University's teaching, research and educational programs. It also advises Council on matters of academic policy and the formulation of the academic objectives of the University and the actions necessary to sustain and develop such objectives. The Board was established under the [University of Canberra Act 1989 \(ACT\)](#). The [University of Canberra \(Academic Board\) Statute 2011](#) and the [University of Canberra Academic Board Rules 2011](#) provide details of the Board's responsibilities, powers and membership.

Academic Governance

Academic governance is concerned with ensuring that the higher education activities of teaching, research and scholarship, are reputable, of high quality, comply with institutional policy requirements, deliver expected outcomes for students and that qualifications awarded meet the requirements of the [Australian Qualifications Framework](#).

An effective and robust system of academic governance is an essential component of every higher education provider's overarching governance structure. It provides the framework for establishing and sustaining quality and integrity in higher education provision and ensuring quality learning outcomes for students. (TEQSA Guidance Note: Academic Governance 2015)

Academic governance is broader than the Board with responsibility being distributed amongst standing and sub-committees, faculty governance committees and multiple stakeholders, including executive management structures. The standing committees of the Board are intended to advise the Board and provide leadership in policy formulation and development of strategies within their terms of reference. The structure of academic governance enables communication and interaction between and within faculty committees and Board. Academic Board has four standing committees:

- Academic Board Executive Committee
- University Admissions Committee (UAC)
- University Research Committee (URC)
- University Education Committee (UEC)

Faculty Boards are sub-committees of Academic Board.

The Board and each standing committee normally meet six times per year.

The Chair of the Board, currently Professor Dharmendra Sharma, must be a Professor of the University and is appointed by the University Council after consideration of recommendations by the Vice-Chancellor. The membership of the Board and its standing and sub-committees provide representation and skills from within the academic and professional community to effectively meet their responsibilities.

Mission of the Academic Board

The Academic Board is responsible for assuring academic standards and quality in accordance with the [Higher Education Standards Framework \(Threshold Standards\) 2015](#) and the [University's policy and procedures](#). In fulfilling this function, Academic Board ensures academic freedom, academic integrity and

high standards in research, assessment and admissions. Although it is separate from and accountable to the Council it works alongside Council, the Vice-Chancellor, and University Executive in pursuit of the shared goals of the University and the creation and dissemination of knowledge.

The Board is composed primarily of academics, who are representative of academic diversity in the University. It also includes students as colleagues in the academic enterprise and provides an important venue for student involvement in academic decision making. The Board will frequently also include professional staff as key partners in the operationalisation of its mission.

The Board model of academic governance is founded upon consultation, collegiality and broad-based representation. This model has its origins in the historical tradition of a university as a community of scholars and remains of crucial importance in contemporary knowledge-based organisations in which ideas need to be continuously scrutinised and re-evaluated by experts, and in which governance is measured according to the extent to which it fosters education and free inquiry.

Free and open debate fosters moral authority within the academic community, and the Board provides a forum to promote deliberation and information flow on a wide range of issues affecting research and higher education. Boards provide cross-functional and collegial mechanisms to address and resolve complex problems that cut across academic and administrative policy.

Quality assurance and continuous improvement through the embracing of innovative change is imperative at the University to ensure the delivery of a motivating and successful academic program, particularly considering the context of the changing higher education environment and the University's strategic directions. The Board and its standing and sub-committees have oversight of a number of key areas that potentially have a high risk impact on the reputation of the University. To this end, a high level of commitment is expected from its elected members, both in terms of attendance and participation.

Responsibilities and Powers of Academic Board

The [University of Canberra \(Academic Board\) Statute 2011](#) and the [University of Canberra Academic Board Rules 2011 \(Academic Board Rules\)](#) govern the work of the Board and amongst other matters set out its responsibilities and powers in more detail:

Responsibilities of the Board

Academic Board is responsible to the Council for the following:

- the admission of students to courses and parts of courses, and the enrolment of students;
- the granting of advanced standing towards courses, whereby credit is awarded to a course of study which reduces the overall length of that course, on the basis of study undertaken at another institution;
- the assessment and examination of students enrolled in courses or parts of courses;
- the academic progress of students enrolled in courses or parts of courses;
- the certification of course completion and the granting of degrees, diplomas and certificates;
- the granting of scholarships and the awarding of University medals and prizes, and of other prizes of the University;
- the content, structure and assessment of courses of study approved for introduction by the Council;
- the monitoring of masters and doctoral degree programmes;
- research priorities and activities;

- the providing of advice to the Vice-Chancellor and Council on the University's strategic planning, especially its academic aspects, and on new academic developments and the academic priorities of the University.

Powers of the Board to advise Council

The Board may also advise the Council on matters of academic policy and the formulation of the academic objectives of the university and the actions necessary to sustain and develop such objectives. For example, matters in relation to:

- academic development in the University;
- the promotion and extension of University teaching;
- the establishment, abolition, combination and subdivision of faculties, and of other designated bodies;
- the introduction, accreditation and cessation of courses of study, and the approval of the category of degree, diploma or certificate to which such courses lead;
- the establishment of fellowships, scholarships, exhibitions and bursaries for courses of study and for research;
- the establishment of University medals and prizes and of other prizes of the University; and
- the conferring of degrees, diplomas and certificates, and of honorary degrees and fellowships;
- the discipline of students in the University;
- the identification of research objectives and strategies of the University;
- encouragement and development of research within these objectives and strategies; and
- faculty reviews.

Relationship with Council

Academic Board provides regular reports to Council, who oversee and monitor specific academic matters in accordance with [Council's Reserved Powers](#). For matters related to Academic Board, this includes:

- determining which degrees, diplomas and certificates the University offers and their award titles;
- approving guidelines for the award of University medals;
- approving the form of the testamur; and
- authorising the conferring of awards.

Membership

The composition of the Academic Board is determined by section 4 (*Membership of Board*) of the *Academic Board Rules*, and consists of the following members:

- Senior management, including the Vice-Chancellor, Deputy-Vice Chancellor (Academic), Deputy Vice-Chancellor (Research and Innovation); Deputy Vice-Chancellor Finance and Infrastructure;
- Faculty Executive Deans;
- Dean of Aboriginal and Torres Strait Islander Leadership and Strategy;
- Pro Vice-Chancellor (Learning and Teaching) and Pro Vice-Chancellor (Students, Partnerships and International);
- four Professors elected by the members of the academic staff who have been appointed as Professor by the Council, and one member of the academic staff of each faculty elected by the

- academic staff members of faculty;
- the professional staff and academic staff member appointed to Council; and
- two students, one undergraduate and one postgraduate, elected from among their number by the students of the University.

To facilitate communication channels between the Board and its standing committees, all standing committees of Academic Board are required to have an Academic Board nominee or nominees, selected by the Academic Board in accordance with the standing committee's Charter.

To support broader communication with the student body, the student members of Academic Board are also members of the Student Representative Council.

Methods of appointment

Members are appointed to Academic Board and its standing and sub-committees through a variety of mechanisms, including:

- by virtue of position held (*ex-officio*);
- by formal election according to the appropriate [election rules](#); or
- by nomination, as detailed in the relevant terms of reference.

Student members of Academic Board are elected for a one year term, and staff a two year term. The election cycle normally commences in October and closes in early November, with the new members' term of office commencing 1 January of the year following.

A casual vacancy may arise in situations where a member is unable to attend a series of meetings; in these cases a leave of absence is approved by the Chair, and appropriate replacement arrangements made.

Delegation powers of the Chair

The Chair of Academic Board may exercise the same power as the Executive Committee for agenda items normally submitted for resolution without discussion, that are considered urgent. The Chair may determine that such matters must be considered by the Executive Committee. A report on any matters considered and any decisions taken, including any consultation undertaken, must be reported to Academic Board at its next scheduled meeting.

Special Guests

Special guests may be invited to present at Academic Board on topics of relevance. Special guests can be members from within the University community and people with specified expertise external to the University. Members of Council and/or staff from the University are invited to attend, where appropriate.

Standing Committees of Academic Board

Academic Board has four standing committees to assist it with its work.

Academic Board Executive Committee

The [Academic Board Executive Committee](#) considers urgent matters that require approval or endorsement by Academic Board, which cannot be deferred until the next scheduled meeting of the Board. Its responsibilities and membership are detailed in its [Terms of Reference](#).

University Admissions Committee

The University Admissions Committee (UAC) provides advice to Academic Board on admissions related to policy, procedures and practice. The Committee coordinates and oversees the University's responsibilities on admission and articulation arrangements and standards. The Committee is chaired by the Pro Vice-Chancellor, Students, Partnerships and International. Its responsibilities are detailed in the [Terms of Reference](#).

The UAC Executive Committee (UACEC) is empowered to act between meetings to address urgent matters. Alternatively, the Chair may exercise the same power as the UACEC for agenda items normally submitted for resolution without discussion, that are considered urgent. The decisions of the UACEC and the Chair are reported to the next scheduled meeting of the UAC.

University Education Committee

The purpose of the University Education Committee (UEC) is to monitor the quality of the University's teaching and learning activities and academic program, and to advise Academic Board and the Vice-Chancellor on educational policy. UEC is chaired by the Deputy Vice-Chancellor, Academic. Its responsibilities are detailed in its [Terms of Reference](#).

The UEC Executive Committee (UECEC) is empowered to act between meetings to address urgent matters. Alternatively, the Chair may exercise the same power as the UECEC for agenda items normally submitted for resolution without discussion, that are considered urgent. The decisions of the UECEC and the Chair are reported to the next scheduled meeting of the UEC.

The UEC has a number of other sub-committees:

- Course Advisory Panels;
- Work Integrated Learning Steering Committee (WILSC) and
- Learning Environments Advisory Group (LEAG).

University Research Committee

The University Research Committee advises the Academic Board and the Vice-Chancellor on research and research training policy and practice and the improvement of the University's research performance. The Committee is chaired by the Deputy Vice-Chancellor, Research and Innovation. Its responsibilities are detailed in its [Terms of Reference](#).

The URC has several sub-committees, including

- Higher Degree by Research Scholarships Committee;
- Graduate Research Committee;
- eResearch Committee;
- Institutional Safety Committee;
- Human Research Ethics Committee; and
- Animal Ethics Committee.

Faculty Boards

Faculty Boards work within the in University's regulations, policies and guidelines to provide quality assurance for teaching, learning and research activities within the Faculty. The Faculty Board monitors these activities, ensuring continuous improvement and advises Academic Board and the Vice-Chancellor on

areas of concern. Faculty Boards also play a crucial role in setting strategic academic and research directions for the Faculty and advising the Academic Board and the Vice Chancellor on strategic institutional direction.

Faculty Assessment Boards

The Faculty Assessment Boards work within the University's regulations, policies and guidelines to provide quality assurance for the approval processes for final grades and other assessment activities of coursework courses within the Faculty. The Faculty Assessment Board reports to both the Faculty Board and UEC. This dual reporting pathway is designed to ensure that detailed moderation content, delivery and assessment at unit and course level is undertaken. The reporting mechanism to UEC ensures that a holistic view of University wide assessment and distribution of grades among courses is maintained.

4. ROLES AND RESPONSIBILITIES

Conduct and Values

All members of the University must uphold the University's [Charter of Conduct and Values](#) for all matters related to their work, including committee business. The Charter "sets out the values and standards of conduct, constituting the basis of decision-making and behaviour in the University".

Our values serve to guide our actions and describe how we behave in the world. The University of Canberra and its employees commit to the following values:

- *Integrity - University of Canberra people hold themselves to the highest standards of ethics, integrity and accountability in all that they do.*
- *Collaboration - University of Canberra people work cohesively and collaboratively, a cornerstone of any successful academic institution.*
- *Inclusion - The University of Canberra, as an institution of higher learning, demonstrates its commitment to equity, diversity and social justice through its actions.*
- *Innovation - The University of Canberra encourages creative, innovative and applied thinking. From research impact to daily decision-making, innovation is essential in a competitive environment.*
- *Entrepreneurship - University of Canberra people are committed to excellence in all of their professional and academic endeavours. In our market-driven environment, this means turning great ideas into action to take advantage of market opportunities.*

Role of the Chair and Deputy Chair

The Chair and Deputy Chair of the Academic Board and its sub-committees play a strategic role in the area of academic leadership and Reconciliation, including that related to teaching, learning, research, inclusion and quality assurance. The Chair and Deputy Chair have a responsibility to:

- represent the vision and purpose of the University;
- ensure the committee functions as per its terms of reference and any relevant procedures;
- ensure that matters of relevance are discussed and effective decisions are made;
- facilitate the meetings and ensure objective decision making;
- provide leadership and support to members within their representational role; and

- facilitate change, where appropriate.

Role of the Academic Board Secretary

Secretariat support is provided by the Office of the General Council and University Secretary. The role of the secretary is to ensure Board and/or committee members are provided appropriate governance advice and administrative support to enable them to undertake their duties. This includes:

- managing all Board/committee meeting logistics, including records management;
- supporting committee business administration;
- providing advice on members roles and responsibilities;
- facilitating the orientation of new members;
- maintaining membership records and arranging elections, as appropriate;
- monitoring member action points; and
- ensuring communication between the Board/committees.

The secretariat can be contacted by email at governance@canberra.edu.au.

Role of Members

Members of the Academic Board and its standing and sub-committees are expected to understand and observe the legal requirements of the [University of Canberra Act 1989](#) and the [University Statutes, Rules and Policies](#). They play an important role in contributing to academic decision making at the University through their participation in academic committees. Members have a responsibility to:

- act in the best interests of the University;
- contribute to decision making through active participation, exchange of ideas, and provision of expert insights into topical discussions;
- be the point of contact between the area they represent and the committee;
- share and feedback relevant information with the area they represent (e.g. report to faculty board, unit meetings);
- ensure appropriate preparation for meetings by reading the agenda and associated papers, preparing relevant questions and by offering their full attention during all proceedings; and
- support the induction of new members through the provision of guidance and mentorship, where required.

Induction

Following the election cycle, new members of Academic Board will be invited to attend and observe the last meeting of the year in the year of the election. An Induction session for new members to Academic Board is held prior to the first meeting of their membership. The Induction is hosted by the Chair of Academic Board.

Conflict of Interest

The [Charter of Conduct and Values](#) states that a conflict of interest arises from a situation where an individual has a private interest which may influence, or appear to influence, the impartial, objective and

effective performance of their official duties. The interest can extend beyond themselves to their family, friends and persons or organisations with whom they have a relation with.

Members are required to bring to the Chair's attention any potential conflict of interest. Where there is a conflict of interest identified, the Chair may request that a member leave the meeting room for the duration of that item, or request that they excuse themselves from discussion and decision.

Disclosure of a conflict of interest must be recorded in the minutes of the Academic Board or committee meeting at which the disclosure was made.

5. ADMINISTRATIVE PROCESSES AND MEETING PROTOCOLS

Administrative Processes

Meeting schedule and work-plan

Academic Board and each committee have a meeting schedule and work-plan. The work-plan is reviewed at each meeting. Invitations to all members and invited observers for scheduled meetings are sent out at the commencement of the year.

Meeting apologies

Members are required to attend all Board/Committee meetings. Members who are unable to attend are requested to advise their apology to the Secretary of the relevant Board/Committee in advance.

Virtual attendance

A member who is available but unable to attend a face to face meeting may participate through an appropriate alternative (e.g. Skype). A request for virtual attendance must be made a minimum three working days prior to the meeting.

Academic Board and Committees Portal

The [Academic Board and Committees Portal](#) provides access to meeting papers, minutes, actions and important documents related to the Academic Board and its Standing Committees. It is accessible by both members and non-members.

Agenda

The agenda for the Academic Board and its standing committees is normally divided into five parts:

1. General Business

This section contains confirmation of minutes of the previous meeting; review of the Action List, agenda and annual workplan;

2. Reporting

This section contains regular reports such as those from the Chair, Vice-Chancellor and standing committees, and Question Time. Question Time provides members and invited observers with the

opportunity to submit questions through the Chair to any member present relating to the academic affairs of the University.

3. Matters for Determination

This section contains items requiring discussion and resolution, such as major strategic issues, new or substantially revised policy and policy exceptions.

4. Matters for Discussion

This section contains items that require discussion. They may include updates from working parties, exploration of concepts and issues or the provision of feedback.

5. Matters Taken as Read

This section contains items for noting without discussion.

The agenda is circulated to members and invited observers one week prior to the meeting and is available in the [Academic Board and Committees Portal](#).

Submissions to the Board or committee

Submissions to Academic Board and/or other committees may be made by any member of the University community. Submission must be within the scope of the relevant terms of reference and should be provided before the close of the agenda, two weeks prior to the meeting. Where an individual not normally associated with committee wishes to submit an item, they must provide an overview of the item and receive permission from the Chair for it to be included in the agenda.

All submissions should be made, preferably in MS Word, to governance@canberra.edu.au.

Confidential agenda items

Confidential matters normally include those that pertain to an individual staff member, student or any other matter as determined by the Chair. When submitting an item as such, the documents must be clearly watermarked with 'confidential'. They will be placed on a separate agenda and circulated only to voting members of the Board or committee.

Should a member have any queries regarding whether an item is confidential, they should contact the Governance Office.

Recording of meetings

Meetings may be recorded by the Secretary to support the preparation of minutes. Should a member have any concerns with recording of meetings, they should contact the Governance Office.

Minutes

Minutes are an official record of the meeting, providing a true and correct account of the Board/Committee's discussions and decisions. The minutes are confirmed at the following meeting. Minutes of previous meetings are available on the [Academic Board and Committees Portal](#) or by contacting the Governance Office.

Communication and liaison

Normally, within a week of the Board or committee meeting, the Secretary will provide members with draft resolutions. The unconfirmed minutes and updated Action List will be provided once the Chair has approved the unconfirmed minutes for release to members.

The University community are provided access to confirmed minutes of meetings through the relevant Board and committee websites.

Special meetings

Where there are numerous matters of importance that require decisions that cannot wait until the next scheduled meeting, an additional meeting (referred to as a special meeting) may be convened on request of the Chair. In general, a special meeting will only consider the matters for determination.

Meeting Protocols

Meeting room venue and seating

Board and committees are normally held in the Council Room. Board/Committee members will be seated at the Council table, with invited observers and other guests seated in the gallery. Where a non-member is required to address the meeting he/she may be asked to come forward to enable members to hear clearly.

Confirmation of the agenda

Members will be requested to confirm the order of the agenda. A member may request an agenda item be added to or removed from the agenda or that an item be moved from one part to another of the agenda. The Chair will make the decision to place the topic on the agenda, defer it to the next scheduled meeting or recommend discussion out of session. Wherever possible, the Chair should be advised prior to the meeting if a request to add an item is to be made.

Quorum

A quorum is identified on the terms of reference and is the minimum number of members needed to be present for the committee to legally conduct its business.

Confidential agenda items

A confidential agenda item will be discussed after all non-confidential agenda items have been concluded. Generally, only members and the Secretary may be present at this discussion. However, the Chair may invite non-members to the discussion, as deemed appropriate. The matter will be identified as confidential in the formal minutes of the meeting, which will exclude reference to the discussion and outcome of the confidential matter.

Decisions and resolutions

Decision making at the University is generally informal, unless the issue is contentious and a formal vote is required. If an agenda item is to be put to a formal vote, the motion to vote will be moved and seconded before being accepted by members who are present at the meeting, and eligible to vote.

Forms of decision include the following: for noting, for endorsement, for approval and for accreditation/reaccreditation. A resolution of the Board or a committee is binding, and any decision to rescind a resolution must be discussed and approved by the committee.

Formal voting

Generally, decisions are made by consensus, where dissent may be evident and a formal vote is required, each member present at the meeting has one deliberative vote. The vote will be by a show of hands, unless attending by alternate means, where an alternate method may be required. Only members of the Board or committee shall be entitled to vote. Where an *ex-officio* member is absent or on leave and the position is being filled on an acting basis, the acting officer has the right to exercise the *ex-officio* member's vote. The motion will be carried if the majority of votes are in favour of the motion.

In the event of a tied vote, then the Chair has one casting vote, in addition to a deliberative vote.

6. QUALITY ASSURANCE

Quality and Standards Framework

The [Quality and Standards Framework](#) is the University's central quality management and enhancement process. The Quality and Standards Framework is currently under review to ensure compliance with the Higher Education Standards Framework (Threshold Standards) 2015.

Higher Education Standards Framework (Threshold Standards) 2015

The [Higher Education Standards Framework \(Threshold Standards\) 2015](#) identifies the matters that a higher education provider would ordinarily be expected to address in the course of understanding, monitoring and managing its higher education activities and any associated risks. The Standards establish a baseline for operational quality and integrity from which all providers can continue to build excellence and diversity and provide a framework which higher education providers can apply themselves for the internal monitoring, quality assurance and quality improvement of their higher education activities.

Academic Committee Reporting

Academic Board provides an annual report to Council. The report is a detailed description of the work of the Board, and includes:

- a report from the Chair of the Board;
- membership, meetings and attendance;
- a detailed summary of the work of its standing and sub-committees;
- a detailed summary of the Board's activities; and
- anticipated areas of focus for the upcoming year.

Regular member surveys and reviews of the Academic Board are conducted, to ensure its ongoing effectiveness.

7. DEFINITIONS

Types of Committees

The University identifies the following committee structures:

Type of committee		Definition
1	Advisory panel/group	A body made up of a select group of people with specific skills and/or expertise that provides non-binding strategic advice to the management of the University.
2	Committees by regulation	A committee that is required under regulation to ensure that all activities undertaken by the University in designated areas are compliant with the relevant law.
3	Deliberative Forum	A group of people drawn together with relevant skills and/or expertise from different parts of the University (who may or may not be part of a permanent committee structure) to deliberate and/or discuss matters of a specific nature. Outcomes are non-binding in nature.
4	Standing Committee	A permanent committee intended to consider all matters pertaining to a designated subject. Standing committees aid the Board in accomplishing its responsibilities.
5	Steering Committee	A committee that provides guidance, direction and oversight of a specific project within the University.
6	Sub-committee	A committee, which includes some members of the parent committee or Board. Sub-committees are responsible to, and work within the guidelines established by the parent committee, and are generally formed to further divide the workload of its parent committee. Sub-committees report directly to their parent committee.
7	Working party	Working parties are established <i>ad hoc</i> and are convened by other committees where their terms of reference allow, and when required. Such groups will often include members of the parent committee, and may also include other University staff members with specific skills and/or expertise. A working party is generally formed to oversee a specific task or objective and is dissolved after completion.

Forms of Membership and Method of Appointment

The forms of membership differ between the Board and committees, and may include the following:

	Type of member	Definition
1	<i>Ex-officio</i>	A member appointed to a committee by virtue of their position. An <i>ex-officio</i> member is a full member with the rights of attendance, debate and voting.
2	Appointed and elected members	Appointed and elected members are full members with the rights of attendance, debate and voting.
3	Invited observers	Invited observers have the right of attendance and debate, but do not have voting rights.
4	Co-opted members	In general, a co-opted member is a person who is invited to membership as they have specific expertise in a particular area and/or to represent a specific area of interest. A member may be co-opted for a specified period of time or be appointed permanently. The co-opted member may be appointed due to the virtue of their position or because they have specific expertise in an area.
5	Alternate member	A member of the committee selected by the current member to act in their position if they are not available. A person who is acting in a position would usually be expected to attend for the substantive members. Alternate members have the same rights as the current member.
6	Nominee	A person who is not a current member of the committee who is nominated by the current member to represent that person at the meeting. This may be a one-off attendance or regular and ongoing attendance. The nominee has the same rights as the member they are representing. There is no provision for a nominee to attend, speak or vote at Academic Board meetings in a member's stead, unless they are formally appointed in an acting role.
7	Invited guests	People from within the University community or external to the University specially invited to attend a meeting to present either a special topic or speak to a submitted paper (e.g. course proponent).
8	Observers/non-members	A person who attends to observe a meeting or requests attendance to present their views on a particular issue. Requests should be made to governance@canberra.edu.au . The Chair of the committee will determine the role and level of participation. Observers do not have right of debate unless invited by the Chair, nor do they have voting rights.

Procedural Definitions

The following provides an understanding of the key procedural related to meetings:

	Process	Definition
1	Resolution	A resolution is a binding record of the decision made.
2	Endorsed	Provision of support/non-support provided to a parent committee on a specific matter. Endorsement does not constitute approval.
3	Noted	An operational and/or compliance matter that the Board and/or standing and sub-committees have oversight of may be submitted for discussion and/or information. These matters are noted.
4	Resolution Register	A consolidated list of the decisions made.
5	Action List	A list documenting tasks that are to be managed by specific member(s) of the Board or committee. The action list is updated post meetings and disseminated to members and relevant staff with the unconfirmed minutes.