

## UNIVERSITY COUNCIL MEETING NO. C201

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CONFIRMED Minutes of the University Council meeting  
held at 9.00am on Friday 30 August 2019  
in the Council Room, University of Canberra.

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**IMPORTANT NOTE:**

*The web version of these minutes has been edited to remove the confidential minutes of the Closed Session and management actions arising from the meeting.*

### MEMBERS OF THE UNIVERSITY COUNCIL

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At the date of this meeting, the following people are the members of the University Council:

Member	Position	Term Commenced	Term Ends
Professor Tom Calma AO	Chancellor (s11(1)(a))	1 January 2014	31 December 2022
Dr Chris Faulks	Deputy Chancellor (s11(1)(d))	1 January 2014	30 June 2020
Professor Deep Saini	Vice-Chancellor and President (s11(1)(b))	1 September 2016	24 December 2019
Professor Dharmendra Sharma AM	Chair, Academic Board (s11(1)(c))	1 January 2014	31 December 2019
Dr Tom Karmel AM	Ministerial Appointee (s11(1)(d))	19 November 2018	18 November 2021
Mr Glenn Keys AO	Ministerial Appointee (s11(1)(d))	1 July 2017	30 June 2020
Mr Barry Mewett	Ministerial Appointee (s11(1)(d))	21 October 2011	20 October 2020
Ms Annabelle Pegrum AM	Ministerial Appointee (s11(1)(d))	19 November 2018	18 November 2021
Dr Michael Schaper	Ministerial Appointee (s11(1)(d))	19 November 2018	18 November 2021
Mr David Sturgiss	Ministerial Appointee (s11(1)(d))	23 January 2018	22 January 2021
Ms Patricia Kelly PSM	Ministerial Appointee (s11(1)(d))	9 April 2019	8 April 2022
Dr Holly Northam OAM	Elected Academic Staff (s11(1)(e))	1 January 2018	31 December 2019
Ms Mara Eversons	Elected General Staff (s11(1)(f))	1 January 2016	31 December 2019
Ms Caroline Gouws	Elected PG Student (s11(1)(g))	1 January 2019	31 December 2019
Mr Kieran Heid	Elected UG Student (s11(1)(g))	1 January 2019	31 December 2019

## PART 1. GENERAL BUSINESS

### 1.1 Welcome and Apologies

The Chancellor opened the meeting at 9.07am with an Acknowledgement of Country and welcomed members and attendees.

#### Present:

Professor T Calma AO	Chancellor (Part 1 – Part 4, Items 5.1 - 5.3(part only))
Dr C Faulks	Deputy Chancellor
Professor D Saini	Vice-Chancellor and President
Professor D Sharma AM	Chair, Academic Board (except Item 2.1(part only))
Dr T Karmel AM	External Member
Ms P Kelly PSM	External Member
Mr G Keys AO	External Member (except Item 4.3)
Mr B Mewett	External Member
Ms A Pegrum AM	External Member
Dr M Schaper	External Member (Part 1 – Part 5)
Mr D Sturgiss	External Member
Dr H Northam OAM	Academic Staff Member
Ms C Gouws	Postgraduate Student Member
Mr K Heid	Undergraduate Student Member

#### In attendance:

Professor G Crisp	Deputy Vice-Chancellor, Academic ( <b>DVCA</b> ) (Part 3 - Part 5)
Professor L Sullivan	Deputy Vice-Chancellor, Research and Innovation ( <b>DVCR&amp;I</b> ) (Part 3 - Part 5)
Ms B Robinson	Vice-President, University Relations and Strategy ( <b>VPURS</b> ) (Items 5.2 and 5.3)
Ms K Dwyer	Chief Executive, People and Diversity ( <b>CEP&amp;D</b> ) (Part 2 - Part 6)
Professor M Lincoln	Executive Dean, Faculty of Health (Items 5.1 and 5.2)
Ms S Norton	Deputy University Secretary (minutes)

#### Apologies:

Ms M Eversons	General Staff Member
Ms V Williams	Vice-President, Finance and Infrastructure ( <b>VPF&amp;I</b> )
Mr E Wells	General Counsel and University Secretary ( <b>GCUS</b> )

The Chancellor acknowledged the apologies received.

### 1.2 Declarations of Interest

The Chancellor called for any declarations of interest in addition to those included in the Register of Standing Interests. The following declarations were made:

- Professor Dharmendra Sharma advised that he is an applicant for the new term of Chair of Academic Board so would recuse himself from that part of the discussion at Item 2.1 of the Agenda.
- It was acknowledged that all external Council members have an interest in Item 2.1 - Council Remuneration, but none are required to recuse themselves from the discussion.
- Mr Glenn Keys advised that his family trust is an investor in EpiAxis Therapeutics Pty Ltd so he would recuse himself from the discussion at Item 4.3.
- Ms Caroline Gouws advised that she is a PhD student in the Faculty of Health in relation to Item 5.1 – Faculty of Health Annual Report.

### 1.3 Confirmation of Previous Minutes

#### **RESOLUTION C201/1**

The Council resolved to **approve** the minutes of the University Council meeting C200 held on 28 June 2019 as a true and accurate record.

### 1.4 Review of Action Sheet

The Council noted the items listed on the Action Sheet.

The Chancellor requested an update on the revised Naming Policy and was advised that it is expected to be completed for the 13 December Council Meeting.

The Deputy Chancellor questioned why a report on the impact of the new UNSW campus in Canberra had not been included and was advised by the Vice-Chancellor that it had been incorporated into the full KPA Phillips Report and will be included in the Civic University presentation at Item 5.3. The Council requested that a report focussing on the risks and opportunities related to UNSW be presented to the 25 October Council meeting.

### 1.5 2019 Annual Plan

The Council noted the update to the Annual Plan.

### 1.6 Review of Agenda

The Chancellor called for any other business. The following matter was requested.

- Council Member Michael Schaper requested that the recruitment of the new Vice-Chancellor be included as a standing item on the Agenda until an appointment is made. The Chancellor advised that the responsibility for managing the process was delegated to the Nominations and Senior Appointments Committee which would update Council regularly and bring a recommendation to the 13 December 2019 Council meeting.

It was noted that Item 5.2 would be considered in Closed Session.

There were no further items raised and the agenda was confirmed.

## **PART 2. CLOSED SESSION**

*The Council moved into Closed Session*

**THE MINUTES OF THIS SESSION ARE CONFIDENTIAL.**

## **PART 3. REPORTING**

*The Council meeting moved into Open Session.*

### 3.1 Chancellor's Report

The Chancellor reported that he has been appointed by the Minister for Education, The Hon Daniel Tehan MP, to the Education Council review of senior secondary pathways to examine how students can be supported to choose the best pathway into work, further education or training. The Review will be led by Professor Peter Shergold AC and will provide advice and recommendations to the Education Council on the skills and knowledge young people need to thrive beyond school. The Review will report to the COAG Education Council in June 2020.

**RESOLUTION C201/3**

The Council resolved to **accept** the Chancellor's verbal report.

**3.2 Vice-Chancellor's Report**

The Vice-Chancellor requested his tabled report be taken as read and invited comments or questions from the Council.

The Vice-Chancellor provided an overview of the proposed Performance Based Funding Model and advised that, while it is not yet finalised, the Minister appears to have accepted the report of the Welling Panel in its entirety.

In summary, universities must perform well across four performance metrics to receive their share of education funding increases from 2020 - graduate employment outcomes, student success, student experience and participation rates of indigenous and low-socioeconomic status students. The Panel report stipulates that student success will be measured by dropouts among first-year domestic students while graduate outcomes will look at the overall employment rate of graduates. Student experience will be based on student satisfaction with teaching quality at the universities which will also be measured on "equity group participation", which looks at its admission of students from Indigenous groups, lower-income households and remote areas.

UC has a lot of opportunities to increase income as it matures. One of the key issues still to be clarified is the impact on funding if UC doesn't grow, but still performs at a higher level in delivering outcomes for students.

**RESOLUTION C201/4**

The Council resolved to **accept** the Vice-Chancellor's tabled Report.

**3.3 Academic Board Report**

The Chair of the Academic Board, Mr Dharmendra Sharma requested that the tabled Academic Board Report be taken as read and provided a summary of the key matters considered at the last Academic Board meeting.

The Chair of the Academic Board advised the following in response to queries from the Council.

- The Academic Board is happy to contribute to the Education Council review to which the Chancellor has been appointed.
- Faculties are now reporting on contract cheating.
- While the Academic Board has endorsed the Terms of Reference for the Academic Freedom Working Party with a two-year term, there may be an interim step where UC can adopt the model code.

The Vice-Chancellor advised that the Model Code for Academic Freedom is being discussed by the respective Vice-Chancellor and Chancellor forums and Council should not assume universities will accept or adopt the Model Code. It could be considered a solution to a problem that does not exist since most universities already have policies and processes in place to address concerns about academic freedom. UC needs to prepare an inventory of what is already being done to ensure it meets the needs of academics.

**RESOLUTION C201/5**

The Council resolved to:

1. **accept** the tabled report from the Chair of Academic Board;
2. **accept** the unconfirmed minutes of the Academic Board meeting held on 7 August 2019; and
3. **approve** the terms of reference for the Academic Freedom Working Party.

**3.4 Audit and Risk Management Committee Report**

The Chair of the Audit and Risk Management Committee (**ARMC**), Mr Barry Mewett, provided a summary of the matters considered since the last meeting of the Council and advised the following.

- The Committee has been considering the University's risk appetite and received a presentation from PWC on the best approach. A Draft Risk Appetite Statement will be presented to the Executive in November and the Council at the 13 December Council meeting.
- The Committee will continue to focus on cybersecurity risks and mitigation strategies.

**RESOLUTION C201/6**

The Council resolved to:

1. **accept** the report from the Chair, Audit and Risk Management Committee;
2. **accept** the unconfirmed minutes of the Audit and Risk Management Committee meeting held on 8 August 2019;
3. **note** the Work, Health and Safety Report;
4. **note** the Major Risk Update Report;
5. **note** the Exercise of Financial Delegations Report; and
6. **note** the updated Internal Audit Charter.

**3.5 Finance Committee Report**

The Chair of the Finance Committee, Mr David Sturgiss, provided a summary of the matters considered since the last meeting of the Council.

The Council noted concern about the financial impact of overall student enrolment levels and the University's inability to fill Commonwealth supported places.

**RESOLUTION C201/7**

The Council resolved to:

1. **accept** the report from the Chair, Finance Committee;
2. **accept** the unconfirmed minutes of the Finance Committee meeting held on 14 August 2019;
3. **note** the report on the University's cash and debt position; and
4. **note** the Workforce Profile Report.

**3.6 Planning and Development Committee Report**

The Deputy Chancellor, as Chair of the Planning and Development Committee, provided a summary of the key matters considered at the meeting held on 19 August 2019.

**RESOLUTION C201/8**

The Council resolved to:

1. **accept** the report from the Chair, Planning and Development Committee; and
2. **accept** the unconfirmed minutes of the Planning and Development Committee meeting held on 19 August 2019.

### 3.7 Legislation Committee Report

The Chair of the Legislation Committee, Ms Patricia Kelly, provided a summary of the key matters considered at the meeting held on 19 August 2019. The Chair noted that there would be a further review of the new Election Rules after the upcoming round of elections.

#### RESOLUTION C201/9

The Council resolved to:

1. **accept** the report from the Chair, Legislation Committee;
2. **accept** the unconfirmed minutes of the Legislation Committee meeting held on 22 August 2019; and
3. **approve** the repeal of the current Election Rules;
  - a) University of Canberra (Election of Staff Members of Council) Rules 2015;
  - b) University of Canberra (Election of Student Members of Council) Rules 2015;
  - c) University of Canberra (Election of Professorial Members of Academic Board) Rules 2015;
  - d) University of Canberra (Election of Academic Staff Members of Academic Board) Rules 2015; and
  - e) University of Canberra (Election of Student Members of Academic Board) Rules 2015;
4. **approve** the University of Canberra (Election of Staff and Student Members to Academic Board and Council) Rules 2019; and
5. **approve** the revised Council Remuneration Policy.

## PART 4. MATTERS FOR DETERMINATION

### 4.1 Financial Performance Report

#### RESOLUTION C201/10

The Council resolved to **accept** the tabled Financial Performance Report as at 31 July 2019.

### 4.2 Full Year Forecast 2019 No.2

#### RESOLUTION C201/11

The Council resolved to **accept** the tabled Full Year Forecast 2019 No.2.

### 4.3 Appointment of the Board of EpiAxis Therapeutics Pty Ltd

#### RESOLUTION C201/12

The Council resolved to **appoint** Professor Leigh Sullivan as the University of Canberra representative on the EpiAxis Therapeutics Pty Ltd Board.

## PART 5. MATTERS FOR DISCUSSION

### 5.1 Annual Report – Faculty of Health

Professor Michelle Lincoln, Executive Dean of the Faculty of Health, presented the annual report for the Faculty and advised the following in response to queries from the Council.

- One of the key challenges facing the faculty is the need to balance the resource requirements across the disciplines, in particular, research vs teaching.

- The University of Canberra Hospital collaboration is working well.
- ICON Cancer Centre collaboration is not working as well as the hospital, but there are less opportunities given it is not as well aligned with the faculty.

Council congratulated the Dean on progress made and the current successful strategies being employed within the faculty.

#### **RESOLUTION C201/13**

The Council resolved to **accept** the tabled annual report and presentation from the Faculty of Health.

### **5.2 This item was moved to Closed Session**

### **5.3 Civic University**

The Vice President, University Relations and Strategy (**VPURS**), Ms Belinda Robinson, provided an overview of the tabled reports and thanked the Deputy Chancellor for attending the Civic University Town Hall meeting with staff.

The VPURS advised that there is a level of enthusiasm for the Civic University concept within UC, but people want to see it moving forward. Embedding the concept will take time, but the University needs to embrace it and start engaging externally.

There was general support amongst Council members for the concept, but they requested further clarity about what they were being asked to approve.

Council members made the following comments.

- UC cannot limit its focus to within 50kms of ACT as recommended by Phillips KPA, as the region from which it draws is much larger.
- The narrative must be carefully considered so that it does not exclude the market outside the region. While UC is committed to the local area, it must also take a broader perspective.
- Without a sense of “who we are” it is difficult to develop a value proposition.
- The concept will require large scale cultural change and concrete action plans.
- Any agreement with the ACT Government is likely to be too politicised so UC should instead consider an Assembly Agreement on high level principles only.
- A strategic positioning statement needs to be developed to clearly describe what being a Civic University means for UC.
- Implementation of the concept will require a commitment of both people and marketing budget.

#### **RESOLUTION C201/15**

The Council resolved to **accept** the report and presentation on becoming a Civic University from the Vice President, University Relations and Strategy.

### **5.3 Voice Project Survey Results**

Peter Langford, Director of the Voice Project, presented the most recent results and invited comments and questions from Council Members.

The Vice-Chancellor advised that, while he was not happy with the results, they are not surprising given that it has been a period of change due to a number of unavoidable and unpopular measures, specifically:

- structural change and significant turnover of leadership;
- chronic financial stress; and
- the large voluntary separation program.

Historical lows in survey results were in similar times of financial stress, however, the appointment of a new Vice-Chancellor will provide a circuit breaker to turn things around.

Council members commented that:

- the results are confronting, but UC needs to find a way forward;
- public perception is already negative due to issues relating to the EA and UCC;
- there appears to be a disconnect between management's view of the university and that of other staff; and
- Council needs to see an Action Plan for addressing the key issues raised in the survey.

#### **RESOLUTION C201/16**

The Council resolved to **accept** the report and presentation on the Voice Project Survey Results.

*The Chancellor left the meeting at 3.45pm during discussion of the previous item and the Deputy Chancellor took the chair.*

*Council Member Michael Schaper left the meeting at 4.00pm.*

### **PART 6. MATTERS TAKEN AS READ**

#### **6.1 Enterprise Agreement 2019-2022**

#### **RESOLUTION C201/17**

The Council resolved to **note** the update on the Enterprise Agreement 2019-2022.

### **PART 7. OTHER BUSINESS**

#### **7.1 Matters without Notice**

There were no matters without notice.

#### **7.2 Meeting Summation**

The Deputy Chancellor provided an overview of the meeting and thanked Council members, attendees and presenters for their contributions.

### **PART 8. NEXT MEETING AND CLOSE**

The next meeting is a Special Council Meeting and is scheduled to be held from 10.00am to 1.00pm on Friday 13 September 2019 in the Council Room, University of Canberra.

The next Ordinary Meeting of Council is scheduled to be held from 9.00am to 5.00pm on Friday 25 October 2019 in the Council Room, University of Canberra.

There being no further business the meeting concluded at 4.45 pm.