

## UNIVERSITY COUNCIL MEETING NO. C211

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CONFIRMED Minutes of the University Council meeting  
held at 9.00am on Friday 26 June 2020  
via Videoconference.

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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 Paddy Nixon	Vice-Chancellor and President (s11(1)(b))	6 April 2020	5 April 2025
Professor Elisa Martinez-Marroquin	Chair, Academic Board (s11(1)(c))	1 January 2020	31 December 2022
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
Assoc Prof Kate Pumpa	Elected Academic Staff (s11(1)(e))	1 January 2020	31 December 2021
Ms Melissa Hankinson	Elected General Staff (s11(1)(f))	1 January 2020	31 December 2021
Mr Anthony Davidson	Elected PG Student (s11(1)(g))	1 January 2020	31 December 2020
Ms Emma Montgomery	Elected UG Student (s11(1)(g))	1 January 2020	31 December 2020

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### **1.1 WELCOME AND APOLOGIES**

The Chancellor opened the meeting at 9.10am with an Acknowledgement of Country and welcomed members and attendees.

#### **Present:**

Professor T Calma AO	Chancellor
Dr C Faulks	Deputy Chancellor
Prof Paddy Nixon	Vice-Chancellor and President
Prof E Martinez-Marroquin	Chair, Academic Board
Dr T Karmel AM	External Member
Ms P Kelly PSM	External Member
Mr G Keys AO	External Member (left at 3pm)
Mr B Mewett	External Member
Ms A Pegrum AM	External Member
Mr D Sturgiss	External Member
Dr M Schaper	External Member
Assoc Prof Kate Pumpa	Academic Staff Member
Ms Melissa Hankinson	General Staff Member
Mr Anthony Davidson	Postgraduate Student Member
Ms Emma Montgomery	Undergraduate Student Member

#### **In attendance:**

Professor G Crisp	Deputy Vice-Chancellor, Academic ( <b>DVCA</b> )
Professor L Sullivan	Deputy Vice-Chancellor, Research and Innovation ( <b>DVCRI</b> )
Ms V Williams	Vice-President, Finance and Infrastructure ( <b>VPFI</b> ) and Vice-President Critical Response ( <b>VPCR</b> )
Ms W Flint	Acting Chief Executive, People and Diversity ( <b>CEPD</b> )
Professor L Pratchett	Pro Vice-Chancellor, Students, Partnerships and International
Mr D Formica	Acting Vice-President, Finance and Infrastructure ( <b>A/VPFI</b> )
Mr E Wells	General Counsel and University Secretary ( <b>GCUS</b> )
Ms S Norton	Deputy University Secretary (minutes) ( <b>DUS</b> )
Mr Ian Cox	Director, Policy and Government (Item 4.4.5 only)

#### **Apologies:**

Ms B Robinson	Vice-President, University Relations and Strategy ( <b>VPURS</b> )
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### **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.

- The Chancellor advised that he is a minor shareholder in Xero which is in a partnership with FourthRev – see Agenda Item 4.3.1.
- Ms Annabelle Pegrum advised that she has been reappointed to Board of the Alastair Swayn Foundation.

### **1.3 REVIEW OF AGENDA**

The Chancellor called for any other business, including items to be moved out of the Consent Agenda. There was no other business raised.

**2.1 CONFIRMATION AND/OR NOTING OF PREVIOUS COUNCIL MINUTES**

**RESOLUTION C211/1**

The Council resolved to **approve** the Unconfirmed Minutes of C209 Ordinary Council Meeting held on 1 May 2020.

**RESOLUTION C211/2**

The Council resolved to **approve** the Unconfirmed Minutes of CS210 Special Council Meeting held on 27 May 2020.

**2.2 MATTERS FOR ACCEPTANCE OR NOTING FROM COMMITTEES**

**RESOLUTION C211/3**

The Council resolved to **accept** the unconfirmed minutes of the Academic Board meeting held on 3 June 2020.

**RESOLUTION C211/4**

The Council resolved to **note** Academic Board Flying Minutes AB2020/FM1 dated 23 April 2020, AB2020/FM2 dated 14 May 2020 and AB2020/FM3 dated 21 May 2020.

**RESOLUTION C211/5**

The Council resolved to **accept** the Unconfirmed Minutes of the Finance Committee Meeting held on 10 June 2020.

**RESOLUTION C211/6**

The Council resolved to **accept** the Report on Cash and Debt Position as at June 2020.

**RESOLUTION C211/7**

The Council resolved to **note** the Australian Maths Trust Annual Financial Statements 2019.

**RESOLUTION C211/8**

The Council resolved to **accept** the Unconfirmed Minutes of the Audit and Risk Management Committee Meeting held on 11 June 2020.

**RESOLUTION C211/9**

The Council resolved to **accept** the Exercise of Financial Delegations Report for the period January to March 2020.

**RESOLUTION C211/10**

The Council resolved to **accept** the Unconfirmed Minutes of the Planning and Development Committee Meeting held on 2 June 2020.

**RESOLUTION C211/11**

The Council resolved to **accept** the Campus Development Report as at June 2020.

**RESOLUTION C211/12**

The Council resolved to **accept** the Campus Estate Report including Capital Works Update as at June 2020

## 2.3 OTHER MATTERS FOR NOTING OR RATIFYING

### RESOLUTION C211/13

The Council resolved to **note** the Conferral of Awards under Chancellor's Delegation for May and June 2020 as detailed in the report provided.

## PART 3 GENERAL BUSINESS

### 3.1 REVIEW OF ACTION LIST

Council noted the items listed on the Action Sheet.

### 3.2 ANNUAL PLAN

The Council noted the amended Annual Workplan. Ms Vicki Williams, Vice President Finance and Infrastructure (**VPFI**) advised that, given the resourcing issues and uncertainties arising from COVID-19, the 2021 Budget Parameters and Strategic Workforce Plan may not be available for the August Council Meeting.

### 3.3 CHANCELLOR'S REPORT

The Chancellor noted that it is the last Council meeting for Council member Glenn Keys and may be the last meeting for Deputy Chancellor Chris Faulks, subject to the outcome of the current appointment process. The Chancellor thanked both for their contribution to Council and the University.

The Chancellor advised that the Vice-Chancellor Remuneration Review commissioned by the University Chancellors Council (**UCC**) has been finalised and that the University of Canberra fits within the relevant range. The Report will be circulated to Council members once the final version has been issued.

The Chancellor noted that other key issues were being addressed in separate papers in the Agenda, specifically the Federal Government's Higher Education Reform Package (Item 4.4.6) and the return of international students (VC's Report). He also noted that there had been concern in the sector about the relationship between Universities Australia and the Government, particularly given the lack of consultation regarding the recent sector reform announcements. The UCC will be addressing this issue in coming weeks.

### RESOLUTION C211/14

The Council resolved to **accept** the Chancellor's June 2020 verbal report.

### 3.4 VICE-CHANCELLOR'S REPORT JUNE 2020

The Vice-Chancellor (**VC**) provided an overview of the key matters outlined in his June 2020 report and requested that it be taken as read.

The VC provided an update on the pilot project to bring international students back to the ACT and acknowledged that, while the project is a positive development, it comes with a number of risks including social and community reputation and relationships as well as health and safety.

The VC confirmed that the ACT Government will be taking responsibility for the health of the students, not the universities. Federal Government agencies have been involved in the planning given they have border responsibility. Communications will be crucial given the ACT election in October with the key message being that the health of both students and the community comes first. If that cannot be guaranteed, the pilot will not proceed. The plan is being reviewed on a

weekly basis to ensure there is sufficient lead time to withdraw if the risks are considered too great.

The VC advised that the Critical Incident Management Team will be stood down with their functions to be incorporated into normal business operations. The Executive Team and activities of the institution will be refocused around strategic risks and opportunities, with revenue growth and staff and student wellbeing the immediate focus, along with understanding the business better, for example course offerings, student demand, detailed unit costings, better alignment of workforce planning.

The VC confirmed that there is ongoing engagement with the NTEU to manage the potential impact of COVID 19 on staff, including salary increases scheduled for January 2021.

**RESOLUTION C211/15**

The Council resolved to **accept** the Vice-Chancellor's June 2020 Report.

**PART 4 MATTERS FOR DECISION AND/OR DISCUSSION**

**4.1 STRATEGIC DIRECTION**

There were no reports submitted to the meeting.

**4.2 CFO'S REPORT**

**4.2.1 Financial Management Report May 2020**

The VPFI asked that the Financial Performance Report for May 2020 be taken as read and noted that the report had incorrectly labelled borrowings of \$39m as borrowing costs.

Ms Williams advised that the revised 2020 forecast will be presented to the August 2020 Council meeting and flagged ongoing concerns about impact of COVID-19 on the 2021 Budget.

**RESOLUTION C211/16**

The Council resolved to **note** the Financial Management Report for May 2020.

**4.3 STRATEGIC PROJECTS**

**4.3.1 UC Sydney Hills Campus Partnership with ECA**

Professor Geoff Crisp (**DVCA**) and Professor Lawrence Pratchett (**PVCSPI**) introduced the report and noted that the proposal to establish a managed campus in the Hills area of Sydney for nursing students was identified as one of the University's five strategic revenue raising activities in 2019. The PVCSPI made the following comments in relation to key aspects of the project and in response to comments from Council members.

- The majority of the costs sit with ECA, and the University will receive a proportion of the revenue.
- PVCSPI believes that the student numbers in the proposal are likely to be conservative. Returns may be impacted by the sector reforms recently announced by the Minister, but it should still be a revenue generating project for the University.
- One of the key risks will be availability of clinical placements. Both the University and ECA have existing relationships in Sydney that the project will build on, including placements in private hospitals and aged care, as well as public hospitals. The partners are hoping to

design a contemporary clinical placement experience which considers future workforce needs including community, aged care and vaccination clinics.

- 70% of students are projected to be international, with many of those students being onshore international students already in the country. The student load has been revised to 55% international/45% domestic to take into account the impact of COVID-19.
- The project is on track for Semester 1 in 2021, however, it could be delayed if potential student numbers are impacted by COVID-19.
- Exit costs have not been included in the financial analysis, but will include the lease of the building, placement and teach out costs.
- Both the University and Western Sydney University are currently at capacity for nursing students. Demand for nurses exceeds supply at present, however, it tends to be cyclical and will need to be monitored. Future projections show a deficit in the nursing workforce.
- University nursing students come largely from the ACT region at present, so the project will not impact the existing student base.
- The due diligence score is marginal, but has been run through corporate scorecard and the result is a pass.

Council noted that the Finance Committee has supported the proposal.

#### **RESOLUTION C211/17**

The Council resolved to:

- 1) note the proposal for the University as set out in the report to enter into a partnership with ECA to establish a UC Sydney Hills campus in Castle Hill, Western Sydney including the business case, financial analysis, market assessment and due diligence; and
- 2) **approve** the Vice-Chancellor signing on behalf of the University a formal agreement with ECA, following the conclusion of satisfactory due diligence.

#### **4.3.2 UC Pro Short Courses**

Professor Lawrence Pratchett (**PVCSPI**) introduced the report and noted that this proposal was also identified as one of the University's five strategic revenue raising activities in 2019. The PVCSPI made the following comments in relation to key aspects of the project and in response to comments from Council members.

- This project has a higher financial risk than the partnership with ECA discussed at Item 4.3.1.
- The purpose is to enable the prompt development of University short courses. It is proposed to have three short courses starting in October 2020 and then seven courses from 2021.
- Upfront costs include \$11,250 per course, plus a licensing fee payable 6 monthly and staff costs of 2.4 FTE.
- The courses will be marketed to Canberra, then nationally, with local marketing to target the APS and Canberra Business Chamber members and focus on core IT product accreditation. It may be necessary to access panel contracts within the government sector which is likely to put pressure on pricing.

#### **RESOLUTION C211/18**

The Council resolved to:

- 1) **note** the proposal for the University as set out in the report to enter into a service agreement with FourthRev Pty Ltd for online short course content development, including the business case, financial analysis, market assessment and due diligence; and
- 2) **approve** the Vice-Chancellor signing on behalf of the University a service agreement with FourthRev Pty Ltd following the conclusion of satisfactory due diligence.

#### **4.4 OTHER MATTERS FOR DISCUSSION AND/OR DECISION**

##### **4.4.1 Items moved from Consent Agenda**

There were no items moved from the Consent Agenda.

##### **4.4.2 Academic Governance Review**

Mr Eric Wells, General Counsel and University Secretary (**GCUS**) introduced the report and asked that the report and proposed Scope and Terms of Reference be taken as read.

The Chancellor requested that the Terms of Reference be amended to include consideration of whether the Academic Board has the appropriate expertise to oversee the implementation of the Indigenising the Curriculum Framework.

#### **RESOLUTION C211/19**

The Council resolved to:

- 1) **note** the report on the 2020 University of Canberra Academic Governance Review; and
- 2) **approve** the Scope and Terms of Reference, as amended, of the 2020 University of Canberra Academic Governance Review.

##### **4.4.3 Bimbimbie House Policy**

The VPFI introduced the report on the new Bimbimbie House Policy and asked that it be taken as read.

Council noted the cultural significance of Bimbimbie and the resultant moral rights obligations that arise when any modifications are made to the building. Council requested that the Policy be amended to include information regarding the name “Bimbimbie”, which means “place of many birds”.

Council noted that the Policy has been recommended by the Planning and Development Committee.

#### **RESOLUTION C211/20**

The Council resolved to:

- 1) **note** the report on the Bimbimbie House Policy; and
- 2) **approve** the Bimbimbie House Policy, as amended.

##### **4.4.4 Environmental Sustainability Policy**

The VPFI introduced the report on the new Environmental Sustainability Policy and asked that it be taken as read.

The VPFI advised that the Principles outlined in the Policy will inform the Environmental Sustainability Strategy currently being developed.

Council requested that the Policy be amended to include cost benefit analysis as an additional point under Principle 5 - Informed Decision Making.

Council noted that the Policy has been recommended by the Planning and Development Committee.

#### **RESOLUTION C211/21**

The Council resolved to:

- 1) **note** the June 2020 status report from Campus Estate and the 3-year program for the Environmental Sustainability Strategy; and
- 2) **approve** the Environmental Sustainability Policy, as amended.

#### **4.4.5 Strategic Positioning Project Implementation Plan**

Mr Ian Cox, Director Policy and Government introduced the report and asked that it be taken as read.

Mr Cox noted that the PhillipsKPA analysis and its recommendations, along with the work done around the University identity, has been very valuable and provided a clear picture of the University's competitive position and future direction. This work has now evolved into the UC DNA and is part of "business as usual". An update of the underlying data will help refine the outcomes going forward and determine whether the 26 recommendations are still relevant 12 months on.

#### **RESOLUTION C211/22**

Council resolved to **note**:

- 1) the status and progress made against the Council agreed responses to the PhillipsKPA recommendations, as at the end of April 2020;
- 2) that implementation management will be incorporated into the business-as-usual work of the University including through existing plans;
- 3) that the PhillipsKPA market analysis will be updated over the coming 12-18 months as part of the process to inform the University's next strategic plan; and
- 4) the efforts of the University Relations and Strategy Team and recognise their contribution to the Strategic Positioning Project.

#### **4.4.6 Higher Education Reform Package June 2020**

The VC introduced the report and asked that it be taken as read. He noted the following key points.

- The details of the reform package and its impact are still being assessed. Given the limited consultation with the sector prior to the announcement, there are many questions still to be answered and some apparent flaws in the underlying model.
- A new Integrity Unit within TEQSA will be able to direct universities not to target students in high fee-paying courses.

The VC advised that he will report back to Council once the impact of the reform package is clearer.



**RESOLUTION C211/23**

The Council resolved to **note** the update on the Higher Education Reform Package June 2020.

**4.5 COMMITTEE REPORTS****4.5.1 Academic Board**

Professor Elisa Martinez-Marroquin, Chair of Academic Board, provided an overview of matters considered at the meeting of Academic Board on 3 June 2020 and in her Academic Board June 2020 Report.

**RESOLUTION C211/24**

The Council resolved to:

- 1) **accept** the June 2020 Academic Board Report;
- 2) **note** the Indigenising the Curriculum Framework;
- 3) **note** the 2019 Student Grievances and Appeals Report; and
- 4) **note** the 2019 Student Conduct Report.

**4.5.2 Finance Committee**

Mr David Sturgiss, Chair of the Finance Committee, provided an overview of matters considered at its recent meeting noting that the major issues are addressed in the CFO's Report and the reports on Strategic Projects at Item 4.3. He further noted that the University can expect a reasonable financial result for 2020, but there is ongoing concern about the impact of COVID-19 in 2021.

**RESOLUTION C211/25**

The Council resolved to **accept** the June 2020 verbal report from the Chair, Finance Committee.

**4.5.3 Audit and Risk Management Committee**

Mr Barry Mewett, Chair of the Audit and Risk Committee, provided an overview of matters considered at its recent meeting and noted the major issues of cybersecurity, COVID-19 and the Internal Audit Report on implementation of the recommendations from the Broderick Review.

**RESOLUTION C211/26**

The Council resolved to:

- 1) **accept** the June 2020 verbal report from the Chair, Audit and Risk Management Committee;
- 2) **note** the Major Risk Update Report as at June 2020.

**4.5.4 Planning and Development Committee**

The Chair of the Planning and Development Committee provided an overview of matters considered at its recent meeting and advised that the recent focus of the Committee has been on the following:

- finalisation of the Campus Masterplan to be presented to the August Council Meeting;

- campus development decision principles; and
- development of the Environmental Sustainability Policy and Strategy.

These form the basis for future development of the campus and underpin the enabling infrastructure.

**RESOLUTION C211/27**

The Council resolved to **accept** the June 2020 verbal report from the Chair, Planning and Development Committee.

#### 4.6 PRESENTATIONS FROM MANAGEMENT

##### 4.6.1 Academic Portfolio Report

Professor Geoff Crisp, Deputy Vice-Chancellor Academic presented an overview of portfolio activities over the previous 12 months as set out in the Academic Portfolio Report, noting that the focus has been on revenue generating activities and student outcomes and wellbeing.

**RESOLUTION C211/28**

The Council resolved to **accept** the annual Academic Portfolio Report and presentation from the Deputy Vice-Chancellor Academic.

##### 4.6.2 Faculty of Health Annual Report

Professor Michelle Lincoln, Executive Dean of the Faculty of Health presented the Faculty of Health Annual Report.

Professor Lincoln highlighted the following key areas of recent activity in the Faculty:

1. provision of support and resources to Canberra Health Services and the University community in managing COVID-19;
2. proactive and innovative efforts to replace approx. 800 clinical placements lost due to COVID-19; and
3. success in obtaining research grant funding and the impact of its research.

Immediate challenges faced by the Faculty include finding budget savings, supporting staff given the current challenges and planning for implementation of the Sydney Hills campus partnership with ECA.

In the medium term, the Faculty will need to address the issue of the impact of the recent Higher Education Package, ensure that the potential of all its partnerships is realised and capitalise on opportunities presented by the Sports Strategy.

**RESOLUTION C211/29**

The Council resolved to **accept** the Faculty of Health Annual Report and presentation from the Executive Dean of the Faculty of Health.

*The Council moved into Closed Session*

**PART 5 CLOSED SESSION**

**THE MINUTES OF THIS SESSION ARE CONFIDENTIAL**

*The Council moved out of Closed Session*

**PART 6 MEETING FINALISATION**

**6.1 REVIEW ACTIONS TO BE TAKEN**

There was no additional discussion.

**6.2 MEETING EVALUATION**

There was no additional discussion.

**6.3 NEXT MEETING**

The next Ordinary Meeting of Council is scheduled to be held from 9.00am to 4.00pm on Friday 28 August 2020 in the Council Room, University of Canberra.

**6.4 MEETING CLOSE**

There being no further business the meeting concluded at 3.27pm.

Signed as a true and correct record:

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Professor T Calma AO  
Chancellor

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Date