

## UNIVERSITY COUNCIL MEETING NO. C215

---

CONFIRMED Minutes of the University Council meeting  
held at 9.00am on Friday 11 December 2020  
at the Ann Harding Centre, University of Canberra.

---

**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

---

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))	3 July 2020	2 July 2023
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
Ms Alice Tay	Ministerial Appointee (s11(1)(d))	3 July 2020	2 July 2023
Mr Dan Bourchier	Ministerial Appointee (s11(1)(d))	23 October 2020	22 October 2023
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

---

**1.1 ACKNOWLEDGEMENT OF COUNTRY**

The Chancellor opened the meeting at 9.08am with an Acknowledgement of Country.

**1.2 WELCOME AND APOLOGIES**

The Chancellor welcomed members and attendees.

**Present:**

Professor Tom Calma AO	Chancellor
Dr Chris Faulks	Deputy Chancellor
Professor Paddy Nixon	Vice-Chancellor and President
Prof. Elisa Martinez-Marroquin	Chair, Academic Board
Mr Dan Bouchier	External Council Member
Dr Tom Karmel AM	External Council Member
Ms Patricia Kelly PSM	External Council Member
Ms Annabelle Pegrum AM	External Council Member
Mr David Sturgiss	External Council Member
Dr Michael Schaper	External Council Member
Ms Alice Tay	External Council Member
Ms Melissa Hankinson	General Staff Member
Assoc Prof Kate Pumpa	Academic Staff Member
Mr Anthony Davidson	Postgraduate Student Member
Ms Emma Montgomery	Undergraduate Student Member

**In attendance:**

Professor Geoff Crisp	Deputy Vice-Chancellor, Academic ( <b>DVCA</b> )
Professor Leigh Sullivan	Deputy Vice-Chancellor, Research & Innovation ( <b>DVCRI</b> )
Ms Vicki Williams	Vice-President, Finance and Infrastructure ( <b>VPFI</b> )
Mr Eric Wells	General Counsel and University Secretary ( <b>GCUS</b> )
Ms Sheri Norton	Deputy University Secretary (minutes)
Ms Petrina Schiavi	Associate Director, Policy and Compliance

**Apologies:**

Nil

**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 Chancellor advised that he has been appointed as the Patron of Indigenous Allied Health Australia. No further declarations were made.

**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 and the agenda was confirmed.

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

**RESOLUTION C215/1**

The Council resolved to **approve** the Unconfirmed Minutes of C214 Ordinary Council meeting held on 23 October 2020.

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

**RESOLUTION C215/2**

The Council resolved to **approve** the Unconfirmed Minutes of the Academic Board meeting held on 18 November 2020.

**RESOLUTION C215/3**

The Council resolved to **accept** the Unconfirmed Minutes of the Finance Committee meeting held on 25 November 2020.

**RESOLUTION C215/4**

The Council resolved to **note** the Report on Cash and Debt Position at November 2020.

**RESOLUTION C215/5**

The Council resolved to **note** the Workforce Profile at 30 September 2020.

**RESOLUTION C215/6**

The Council resolved to **accept** the Unconfirmed Minutes of the Audit and Risk Management Committee Meeting held on 19 November 2020.

**RESOLUTION C215/7**

The Council resolved to **note** the Major Risks Update Report at November 2020.

**RESOLUTION C215/8**

The Council resolved to **note** the Work Health and Safety Report July to September 2020.

**RESOLUTION C215/9**

The Council resolved to **note** the Exercise of Financial Delegations Report July to September 2020.

**RESOLUTION C215/10**

The Council resolved to **note** the Insurance Renewal for 2021.

**RESOLUTION C215/11**

The Council resolved to **accept** the Unconfirmed Minutes of the Planning and Development Committee Meeting held on 3 November 2020.

**RESOLUTION C215/12**

The Council resolved to **note** the Campus Development Update.

**RESOLUTION C215/13**

The Council resolved to **note** the Capital Works Program Update.

**RESOLUTION C215/14**

The Council resolved to **accept** the Unconfirmed Minutes of the Legislation Committee Meeting held on 12 November 2020.

## 2.3 OTHER MATTERS FOR NOTING OR RATIFYING

### **RESOLUTION C215/15**

The Council resolved to **accept** the Council Workplan for 2021.

### **RESOLUTION C215/16**

The Council resolved to **accept** the 2020 report on Compliance with the Voluntary Code of Best Practice for the Governance of Australian Universities.

### **RESOLUTION C215/17**

The Council resolved to **note** the Conferral of Awards under Chancellor's Delegation for September and October 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**

Council noted the amended Annual Workplan.

### **3.3 CHANCELLOR'S REPORT**

The Chancellor provided a verbal report on recent activities, noting the following.

- The AICD could not hold any courses in 2020 due to COVID-19, but is currently negotiating for 2021. New Council members will undertake the Foundations of University Governance course once it is available again.
- The next University Chancellor's Conference will be held in October 2021 in Brisbane and it is hoped that a number of Council members may be able to attend.
- The University Chancellors Council (**UCC**) Executive Committee has been engaging with Minister Tehan and his staff regarding sector reforms, academic freedom and the changes to fees. The Minister is increasingly referring to the UCC for advice rather than Universities Australia (**UA**), as has previously been the case.
- UA has appointed David Phillips from PhillipsKPA to undertake an internal review and health check which will include looking at relationships with the UCC, the Minister and other key stakeholders. Written submissions have been invited by March 2021 and PhillipsKPA will be meeting with representatives of the UCC as part of the review.
- The UCC will also be undertaking a review of their role, with a view to working more collectively.
- There has been much comment in the media recently about Academic Freedom and Freedom of Speech, which will be considered as a separate Agenda Item later in the meeting. While the media has noted the University's non-conformist approach, the Chancellor is comfortable that we have gone through a very rigorous process in developing our policies.

### **RESOLUTION C215/18**

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

### 3.4 VICE-CHANCELLOR'S REPORT

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

- The University has a long list of recent staff achievements and successes, including Professor Ross Thomson's Hilary Jolly Medal for his contribution to Ecology and Associate Professor Brad Moggridge's Aboriginal and Torres Strait Islander Career Achievement STEM Professional Award, however, the VC would like to see more staff put forward for awards and recognition.
- 90 key managers participated in the recent on-line Leadership Planning Day which built on discussions at the Council Planning Day. Topics for discussion included engaging with Council strategy going forward, workplace culture and values and the University's civic role.
- Increased domestic enrolments for 2021 have created some challenges for load planning and the curriculum review.
- The ACT Chief Minister has written to the Prime Minister proposing that the two Canberra based universities be allowed to bring back international students on a pilot basis. The University is engaging with the Chief Health Officer to take Weeden Lodge off-line as quarantine space to be managed by Aspen Medical. The ACT Government would cover all policing and health related costs and the universities would be responsible for student wellbeing. If the pilot is approved the first trial will be in late January.
- Domestic students will largely be back on campus next year.
- Staff will be instructed to return to campus from the start of 2021, but still have the option of discussing ongoing flexible working arrangements with their supervisors.
- The VC has been appointed to the Canberra Economic Regeneration Group which will be meeting after Christmas and providing input to the August 2021 ACT Budget.
- A report will be provided to Council detailing student welfare need and support provided during the pandemic.

#### **RESOLUTION C215/19**

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

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

### 4.1 STRATEGIC DIRECTION

#### 4.1.1 Sport Strategy

Ms Carrie Graf, Director Sport and Professor Michelle Lincoln, Executive Dean of the Faculty of Health introduced the Draft University of Canberra Sport Strategy and highlighted the following points.

- The Plan has been developed after extensive consultation across the University and with external stakeholders.
- The vision is to be the leading sports university in the country, although there is still some work to be done to define exactly what that means.
- There is a need to resolve the tension between elite sport and community sport and direct limited resources accordingly.

- The VC has approved the use of strategic funds for to commence implementation of the Strategy.
- The outcomes discussed in the plan are very broad, but are supported by measurable key performance indicators that will be incorporated in the annual business plan.
- There is no firm gap analysis identifying the sports the University should target, but benchmarking is currently being undertaken.
- While the Strategy has a focus on women in sport, the reasons need to be well communicated to ensure it is not at the exclusion of men in sport.
- The University’s role in Para-Sports needs to be defined with possible links to research and organisations such as Invictis and Pegasus.

**RESOLUTION C215/20**

Council resolved to **note** the Draft Sport Strategy and Implementation Plan 2021-2026.

**4.2 STRATEGIC PROJECTS**

There were no reports.

**4.3 CFO’S REPORT**

**4.3.1 Financial Management Reports October 2020**

Ms Vicki Williams, Vice-President Finance and Infrastructure (**VPFI**), introduced the Financial Performance Reports for October 2020 and asked that they be taken as read.

**RESOLUTION C215/21**

The Council resolved to **note** the Financial Management Reports for October 2020.

**4.3.2 Year End Forecast #3**

The VPFI introduced the Year End Forecast #3 for 2020 and asked that it be taken as read, noting that the result for 2020 is projected to be better than expected.

**RESOLUTION C215/22**

The Council resolved to **note** the Year End Forecast #3 for 2020.

**4.3.3 UC Group Budget 2021 and Long-Term Financial Model**

The Director Finance and Business Services, Ms Karma Auden, presented the UC Group Budget for 2021, noting that the Finance Committee has endorsed the Budget and has recommended it to Council for approval.

- A deficit budget is being proposed to ensure that the University can continue to move forward.
- Census date in March will provide greater certainty regarding student revenue and there may need to be a revised “mini budget”.
- The University has performed well in 2020 by not being pre-emptive and is proposing to hold that position until March and then make considered decisions.
- The VC’s Strategic Fund is \$4.5m in 2021 compared to \$2m in 2020. There are also strategic research funds of \$10m.
- The University has chosen to pass on the 1.75% salary increase on 1 January 2021 in line with the Enterprise Agreement and that is included in the budget.

#### **RESOLUTION C215/23**

Council resolved to:

1. **approve** the 2021 UC Group Budget; and
2. **accept** the Review of the Long-Term Financial Model and the scenarios as outlined in the Full Budget Paper presented to Council.

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

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

There were no Agenda Items moved from the Consent Agenda.

##### **4.4.2 Committee Appointments**

#### **RESOLUTION C214/24**

The Council resolved to **approve** the following appointments to Council Committees.

1. Dr Chris Faulks is appointed as a member of the Planning and Development Committee effective from 1 January 2021.
2. Ms Annabelle Pegrum is appointed as Chair of the Planning and Development Committee, effective from 1 January 2021.
3. Dr Michael Schaper is appointed as Deputy Chair of the Finance Committee, effective immediately.

##### **4.4.3 Council Remuneration Policy**

Mr Eric Wells, General Counsel and University Secretary (**GCUS**) introduced the report and provided a summary of the proposed amendments.

#### **RESOLUTION C215/25**

The Council resolved to **approve** the revised Council Remuneration Policy.

##### **4.4.4 Strategic Risk Register**

The VC and the GCUS introduced the report and provided an overview of the process undertaken in developing the Strategic Risk Register, including the extensive internal consultation.

It is expected that the Register will be reviewed biannually to ensure that new risks are incorporated and the document remains a useful management tool that fosters a culture of risk awareness.

The updated Register will be provided to the ARMC twice a year.

#### **RESOLUTION C214/26**

The Council resolved to **note** the Strategic Risk Register as at November 2020.

##### **4.4.5 Academic Freedom and Freedom of Speech Policies**

Professor Elisa Marroquinn-Martinez, the Chair of Academic Board, introduced the report and asked that it be taken as read.

It was noted that the policies were developed following extensive consultation, but prior to the 9 December 2020 release of the Independent Review of Adoption of the Model Code on Freedom of Speech and Academic Freedom by Emeritus Professor Sally Walker.

The policies may need to be reconsidered over the next few months in the context of the findings in that Report, however, given that the University committed to adoption of the policies by the end of 2020, it is recommended that the policies be approved as presented and brought back if any amendments are required.

#### **RESOLUTION C215/27**

The Council resolved to:

1. **accept** the report on Academic Freedom and Freedom of Speech;
2. **approve** the Academic Freedom Policy; and
3. **approve** the Freedom of Speech Policy.

## **4.5 COMMITTEE REPORTS**

### **4.5.1 Academic Board**

Professor Elisa Martinez-Marroquin, the Chair of Academic Board, provided an overview of matters considered at the meeting of Academic Board on 18 November 2020 and asked that the December 2020 Academic Board Report be taken as read. The following issues were noted.

- Council is being asked to approve the new academic dress for Undergraduate Certificate graduates.
- The Academic Board Executive Committee has been abolished. It was established to make urgent decisions between meetings of the Academic Board, but has rarely been used and the Board is now meeting more frequently so the Committee is no longer required.
- The Student Grievances and Student Conduct Reports are interim reports only to provide some insights into current issues. The full year reports will be coming to Council early in 2021. Further information has been requested regarding the increase in student complaints in the Faculty of Health, but it is expected they will be focussed on external accreditation requirements.
- Academic Board is looking at achieving greater alignment between corporate risks and academic risks and will be continuing this work in 2021.

#### **RESOLUTION C215/28**

The Council resolved to:

1. **accept** the Academic Board Report presented by the Chair of Academic Board;
2. **approve** that the academic dress for Undergraduate Certificate graduates be the Diploma level academic dress with a black hood with turquoise blue lining;
3. **note** the disbanding of the Academic Board Executive Committee; and
4. **note** the mid-year student grievance report and mid-year student conduct report.

### **4.5.2 Finance Committee**

Mr David Sturgiss, Chair of the Finance Committee, provided an overview of matters considered at its meeting held on 25 November 2020, noting that the major issues are addressed in the CFO's Report, in particular the UC Group Budget for 2021.

Mr Sturgiss requested that Council consider the recommendation in the late Paper regarding the extension of the University's credit facility with CBA.



#### **RESOLUTION C215/29**

The Council resolved to:

1. **accept** the December 2020 verbal report from the Chair of the Finance Committee; and
2. **approve** the extension of the \$80m CBA cash advance facility for 3 years to December 2023.

#### **4.5.3 Audit and Risk Management Committee**

Ms Alice Tay, Chair of the Audit and Risk Management Committee, provided an overview of matters considered at its meeting held on 19 November 2020, noting that:

- the Committee is currently undertaking the process of appointment of the University's internal auditor and will meet on 17 December 2020 to consider responses to the recent Request for Tender and provide a recommendation to VC;
- the Deputy Vice-Chancellor Academic has requested that the internal auditor undertake a review of student mobility, study abroad and exchange, looking at student experience and outcomes; and
- the Association of Internal Auditors recently undertook their five-yearly quality assessment of internal audit with the University achieving 98% compliance.

#### **RESOLUTION C215/30**

The Council resolved to **accept** the December 2020 verbal report from the Chair of the Audit and Risk Management Committee.

#### **4.5.4 Planning and Development Committee**

Dr Chris Faulks, Chair of the Planning and Development Committee, provided an overview of matters considered at its meeting held on 3 November 2020, noting that there were three primary objectives for 2020.

- Campus Master Plan – approved by Council with development of the communications plan underway. The Master Plan will be launched early in 2021.
- Environmental Sustainability Policy and Strategy – the Policy has been approved by Council. The Draft Strategy was considered by the Committee at the last meeting, but it was considered too early in its development for it to be endorsed and recommended to Council.
- Campus Development Decision-Making Principles – have been endorsed by Council.

The Chancellor noted that Council Member Ms Annabelle Pegrum will be taking over as Chair of the Planning and Development Committee from 1 January 2021 and thanked Dr Faulks for her work as Chair over the past 3 years, and particularly over the past very challenging year.

#### **RESOLUTION C215/31**

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

#### **4.5.5 Legislation Committee**

Ms Patricia Kelly, Chair of the Legislation Committee, provided an overview of matters considered at its meeting held on 12 November 2020, noting that the key issues were:

- the development of a comprehensive workplan for 2021;
- the ACT Government's review of the University of Canberra Act 1989 in early 2021;
- concerns about the reporting arrangements for Controlled and Related Entities; and

The Committee also considered the appointment of a Deputy Chair, which under the current Charter must be proved by Council. The Chair requested that Council consider amending the Charter to allow the Committee to appoint its own Deputy Chair from amongst the external Council members on the Committee.

#### **RESOLUTION C215/32**

The Council resolved to:

1. **accept** the December 2020 verbal report from the Chair of the Legislation Committee; and
2. **approve** the amendment of all Committee Charters to allow each Committee to appoint a Deputy Chair from amongst the external Council members on the Committee.

## **4.6 PRESENTATIONS FROM MANAGEMENT**

### **4.6.1 Academic Board Annual Report**

Professor Elisa Marroquin-Martinez, Chair of Academic Board, introduced the Report and presented an overview of activities in 2020, noting the following.

- The most significant challenge has been managing the impact of COVID-19.
- A key focus has been the development of the Academic Freedom and Freedom of Speech Policies.
- It has been a year of assessment and review, with the findings of the Academic Governance Review to provide the basis for improvement activity in 2021 and beyond.
- New Standing Orders for Academic Board have been developed that align with the Revised Standing Orders for Council.
- There has been an increased focus on students and student feedback given the challenges of 2020.
- Links have been strengthened between different corners of the academic community.
- The Threshold Standards and TEQSA expectations for academic governance have been an area of focus to identify required actions leading up to the accreditation.
- Course accreditation will continue to be a focus in 2021, along with academic integrity and the revision of academic policies.

#### **RESOLUTION C215/33**

The Council resolved to **accept** the annual report from the Academic Board for 2020.

### **4.6.2 Student Representative Council Annual Report**

The President of the Student Representative Council (**SRC**), Mr Hamish Jackson, introduced the Report and presented an overview of achievements in 2020, noting the following.

- The role of the SRC as the communication channel between the University and students took on new importance in 2020 as COVID-19 resulted in a transition to remote learning.
- Communication avenues included two town halls, social media and re-establishment of the Curieux magazine.
- Student advocacy was transformed to be a drop-in service during 2020 and reached double the number of students as the previous year.
- The workload and scope of involvement of the SRC can be quite confronting. There is a steep learning curve and committee members would benefit from more training and the

introduction of a buddy system that pairs an experienced staff member with a student representative during the first few months.

The Chancellor thanked Mr Jackson for his leadership and great work during 2020.

**RESOLUTION C215/34**

The Council resolved to **accept** the annual report and presentation for 2020 from the Student Representative Council.

**4.6.3 Research and Innovation Portfolio Report**

Professor Leigh Sullivan, Deputy Vice-Chancellor Research and Innovation introduced the report.

- The increased workload for academics in delivering courses online should not be underestimated and there will be future impacts on performance, for example due to lack of time to apply for grants.
- Total research income has increased by over 50% from 2018.
- The University was awarded \$22m in 2019 and has received \$27m in 2020 to date.
- Publications in 2020 exceeded all except one of the six publication KPIs from 2019.
- Completions been impacted by travel restrictions, lockdowns and campus closures so the wellbeing of HDRs has been an area of focus during this year.
- Current rankings are excellent.

**RESOLUTION C215/35**

The Council resolved to **accept** the annual report and presentation from the Research and Innovation Portfolio.

**4.6.4 Faculty of Business Government and Law Report**

Professor Wendy Lacey, Executive Dean, Faculty of Business Government and Law, introduced the report and noted the following points.

- The impact on the faculty of COVID-19 given that it has the highest number of international students.
- The extraordinary efforts of faculty staff to move to on-line teaching in just two weeks.
- International partners have adapted well and the transition to an online learning environment was fairly seamless.
- There had been an increase in domestic student enrolments.
- Impact of COVID in 2021 will be significant.
- The faculty is well placed to deliver short professional courses, which will be an area of focus in 2021, along with international practitioners seeking admission to practice in Australia.

The Chancellor acknowledged the outstanding work done by Professor Lacey in running the faculty remotely during 2020 and thanked her on behalf of Council.

**RESOLUTION C215/36**

The Council resolved to **accept** the annual report and presentation from the Faculty of Business Government and Law.

## **PART 5 CLOSED SESSION**

There were no reports.

## **PART 6 MEETING FINALISATION**

### **6.1 MEETING EVALUATION**

There was no additional discussion.

### **6.2 NEXT MEETING**

The next meeting of Council is a Special Meeting to be held from 10.30am to 1.30pm on Monday 14 December 2020 via videoconference.

The next Ordinary Meeting of Council is scheduled to be held on Friday 19 March 2021 from 9.00am to 4.00pm.

### **6.3 MEETING CLOSE**

There being no further business the meeting concluded at 3.30pm.

Signed as a true and correct record:

---

Professor T Calma AO  
Chancellor

---

Date